



# **EXCELLERATOR**

## **Performance Management System**

Motor Vehicle Administration  
Quarterly Report  
April 2018





# A Message From the Governor



“Our administration is committed to developing innovative solutions that deliver what Marylanders want – an affordable and reliable transportation system. By implementing a comprehensive program of accountability and continual improvements, we will deliver a better transportation system for the citizens of Maryland.”

“This is another step our administration is taking to Change Maryland for the Better!”

– **Larry Hogan**, *Governor*



The Maryland Department of Transportation and its Transportation Business Units proudly present the official mission statement.



## MISSION STATEMENT

**“The Maryland Department of Transportation is a customer-driven leader that delivers safe, sustainable, intelligent, and exceptional transportation solutions in order to connect our customers to life’s opportunities.”**

# A Message From the Secretary

My Fellow Marylanders,

I am proud that the Maryland Department of Transportation Excellerator Performance Management System is in its third year. We have made great strides in developing and implementing performance measures, refining strategies and focusing on delivering results for our customers.

We have created more than 150 individual performance measures that touch every aspect of our business throughout the organization. Whether we are building and maintaining our roads and bridges, running safe and efficient bus and rail systems, operating an international port and airport or improving the vehicle and driver registration process for Marylanders, we stand strong in our commitment and responsibility to deliver the best transportation products and services for our customers.

Every quarter we review our progress and share our results online for public inspection and within the organization through a live stream of our quarterly review meeting.

This allows all 10,271 MDOT employees the opportunity to see the impact of the work they do each day and how they contribute to running a safe and secure transportation system.

Most importantly, we are delivering results. As we respond faster to customer inquiries, become increasingly efficient in using our resources wisely and providing a stronger foundation for economic development for the State, we will continue to deliver exceptional customer service and create more value for those who live and travel throughout Maryland.

I invite you to continue to review our MDOT Excellerator program as we continue down the path of constant progress towards outstanding results.



**Pete K. Rahn**  
*Secretary*





# A Message From the Administrator

Dear Valued Customer,

On behalf of the proud men and women of the Motor Vehicle Administration (MVA), it is my honor and privilege to provide you with the MDOT Excellerator MVA Quarterly Report. The MDOT Excellerator Performance Management System is a customer-focused program developed and led by Transportation Secretary Pete K. Rahn for the entire organization. It is designed to inspire peak performance through unified responsibility to enable us to better serve all who live and travel throughout the State of Maryland.

The MDOT Excellerator Performance Management System contains 10 Tangible Results designed to exceed customer's expectations. Throughout MDOT, performance measures will focus on using transportation resources wisely, providing safe and secure transportation experiences and providing exceptional customer service. There are many other Tangible Results MDOT leadership considers important to improve our performance, and all may be viewed within the MDOT Excellerator Performance Management System Quarterly Report.

Here at the MVA, we have identified 12 specific performance measures which directly align with the MDOT-wide Tangible Results. Our measures focus on reducing customer wait times, saving taxpayer money and safeguarding the personal information of our customers.

We are excited to continue on the path of improving our products and services. Each quarter, we will report our results and share with you our performance. While we constantly strive for excellence, we realize that some quarters may fail to meet the high standards we have established in each of our measures. If this occurs, I can assure you we will develop and implement strategies to positively influence the direction of our performance. Our goal is to continually evaluate our products and services and to look for every opportunity to prove we are truly a customer-driven agency.

It is not lost on me that MVA employees are often the face of state government and every single customer interaction is an opportunity to demonstrate our commitment to exceptional service. The MDOT Excellerator Performance Management System will help drive our decisions to exceed our customer's expectations. Thank you for your interest and time to explore our latest performance results and we look forward to serving you here at the MVA.



**Christine Nizer**  
*MVA Administrator*



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*Please refer to the MDOT wide Quarterly Performance Management Report  
for more performance measures for each of the 10 Tangible Results across all of the Transportation Business Units.*



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## Tangible Results

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MVA 3.2	Percent of Medical Related Cases Closed within 30 Days	Quarterly	Helen Kelly, MVA
MVA 3.3	Number of Out-of-State Title Fraud Cases	Quarterly	Eric Danz, MVA
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## TANGIBLE RESULT #1

# Provide Exceptional Customer Service



Every MDOT employee is responsible for delivering exceptional customer service by providing customers with respectful, timely and knowledgeable responses to all inquiries and interactions.

### RESULT DRIVER:

Leslie Dews

*Motor Vehicle Administration (MVA)*

# Provide Exceptional Customer Service

## **TBU COORDINATOR:**

Kameel Hall

*Motor Vehicle Administration (MVA)*

## **PERFORMANCE MEASURE DRIVER:**

Rhashad Johnson

*Motor Vehicle Administration (MVA)*

## **PURPOSE OF MEASURE:**

To track the completion of DL/ID transactions which are completed in one visit.

## **FREQUENCY:**

Quarterly

## **DATA COLLECTION METHODOLOGY:**

Track and monitor those DL/ID transactions that are completed after more than 12 hours.

## **NATIONAL BENCHMARK:**

TBD

## **PERFORMANCE MEASURE MVA 1.1**

Percent of Customers Returning to the MVA After a Transaction Has Been Started for a Driver's License/Identification Card (DL/ID) Product

MVA is continually improving its ability to be responsive to customers because most would like to complete all of their transactions with one trip to the MVA. The MVA endeavors to reduce any impediments by offering various technology enhancements and policy changes.

This measure is important because it can help the Administration better understand the reasons why customers have to make multiple trips to a branch location. This measure is not complete, however, in that it only captures customers that are seen at a counter and an application is started. This measure also only covers the driver's license side of the MVA. Customers that complete transactions for title/registrations are not captured in this measure.

This measure offers an opportunity to review process changes that would limit the percentage of customers who return to the MVA to complete their transaction and receive their products. The desired trend for this performance measure is downward.

# Provide Exceptional Customer Service

## **TBU COORDINATOR:**

Kameel Hall

*Motor Vehicle Administration (MVA)*

## **PERFORMANCE MEASURE DRIVER:**

Kat Moran

*Motor Vehicle Administration (MVA)*

## **PURPOSE OF MEASURE:**

To determine if MVA is successfully creating early opportunities for our customers to receive their products and services.

## **FREQUENCY:**

Quarterly

## **DATA COLLECTION METHODOLOGY:**

MVA uses DB2 data collected on its mainframe and then the data is analyzed and post processed in MS Excel.

## **NATIONAL BENCHMARK:**

TBD

## **PERFORMANCE MEASURE MVA 1.2**

### **Percent of Transactions Completed From Initial Email (DL/ID Renewals, Vehicle Renewals, VEIP Tests) Prior to Paper Notices Sent**

MVA is continuously striving to provide early opportunities for our customers to receive their products and services. Email is one tool that we utilize to help our customers avoid the pressure of an expiration date. When customers act early it also creates an environmental savings by decreasing the amount of paper reminders mailed by MVA.

In early 2017, the MVA began researching the best practices for customer email communications. This research led to the development of a brand new email template design that dramatically simplified the content of our driver's license renewal email notices and highlighted the "Call-to-Action" or step(s) necessary to renew their product. We also added an FAQ section to the bottom of these emails to further educate our customers on common issues. In the months to follow, we converted the identification card renewal emails, vehicle registration renewal emails as well as VEIP test reminder emails to this new template as well.

In mid 2017, we implemented "One Click" which allowed customers receiving the vehicle registration renewal emails to click a button and be taken directly to a checkout page that was pre-populated with their vehicle's information. This drastically reduced the time spent navigating our E-Store and made purchasing this product quick and easy for our customers.

Although the changes were implemented, the number of completed transactions from emails has gone down in CY17. To better identify where in the process we are losing customers, in December 2018, MVA began tracking open rates and click thru rates. MVA can now determine how many customers clicked on the link in the email, how many proceeded to the shopping cart and then how many actually checked out.

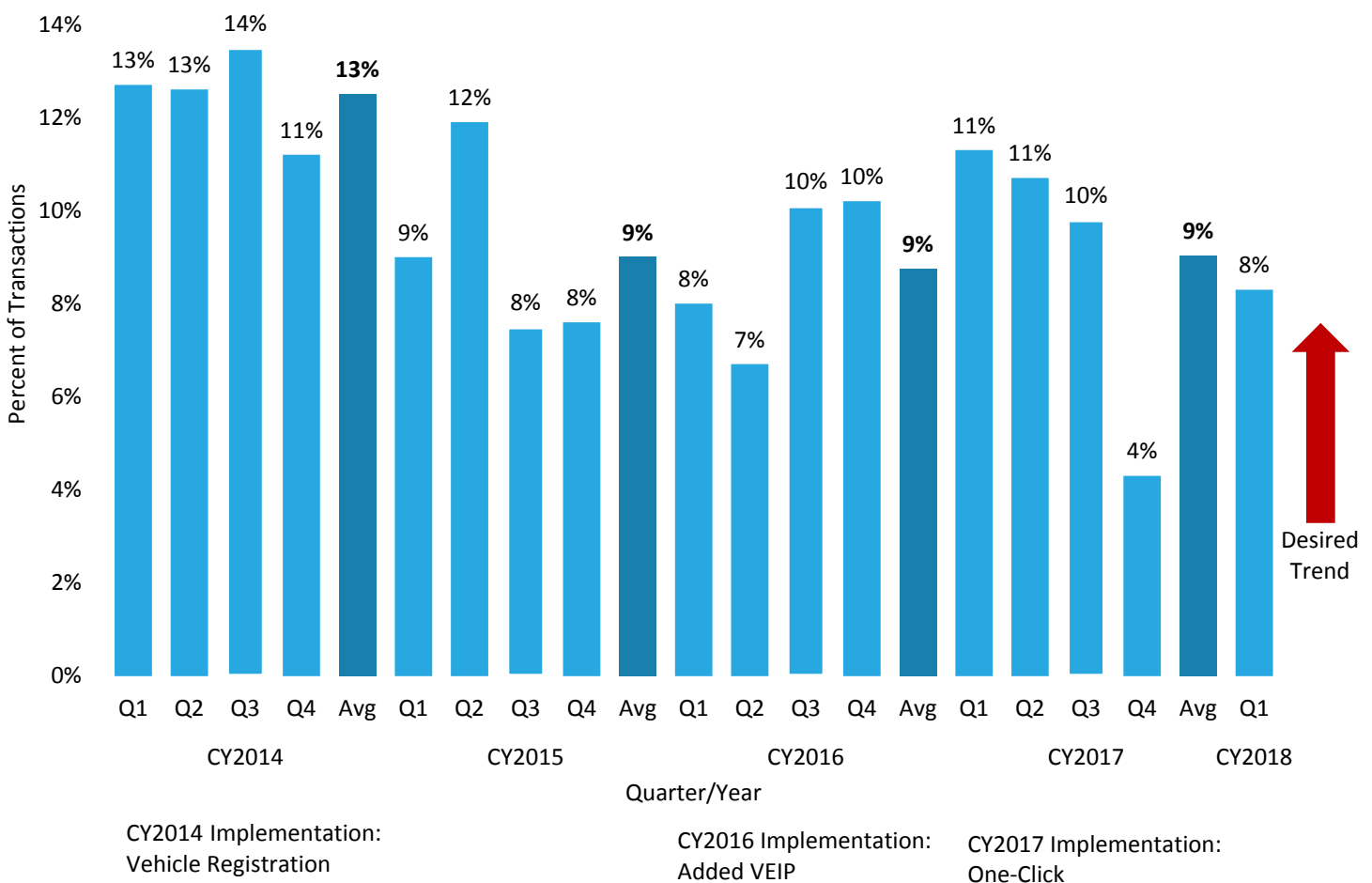
This new data is being analyzed to determine if there was something in the email or the process that prevented the customer from completing their transaction, so that corrective action can be implemented.

# Provide Exceptional Customer Service

## PERFORMANCE MEASURE MVA 1.2

Percent of Transactions Completed From Initial Email (DL/ID Renewals, Vehicle Renewals, VEIP Tests) Prior to Paper Notices Sent

**Chart 1.2.1: Percent of Transactions Completed from Initial E-mail Prior to Paper Notices Sent for Vehicle Registration, Driver License & Identification Card Renewals, and VEIP Emission Tests CY2014-Q1 CY2018**



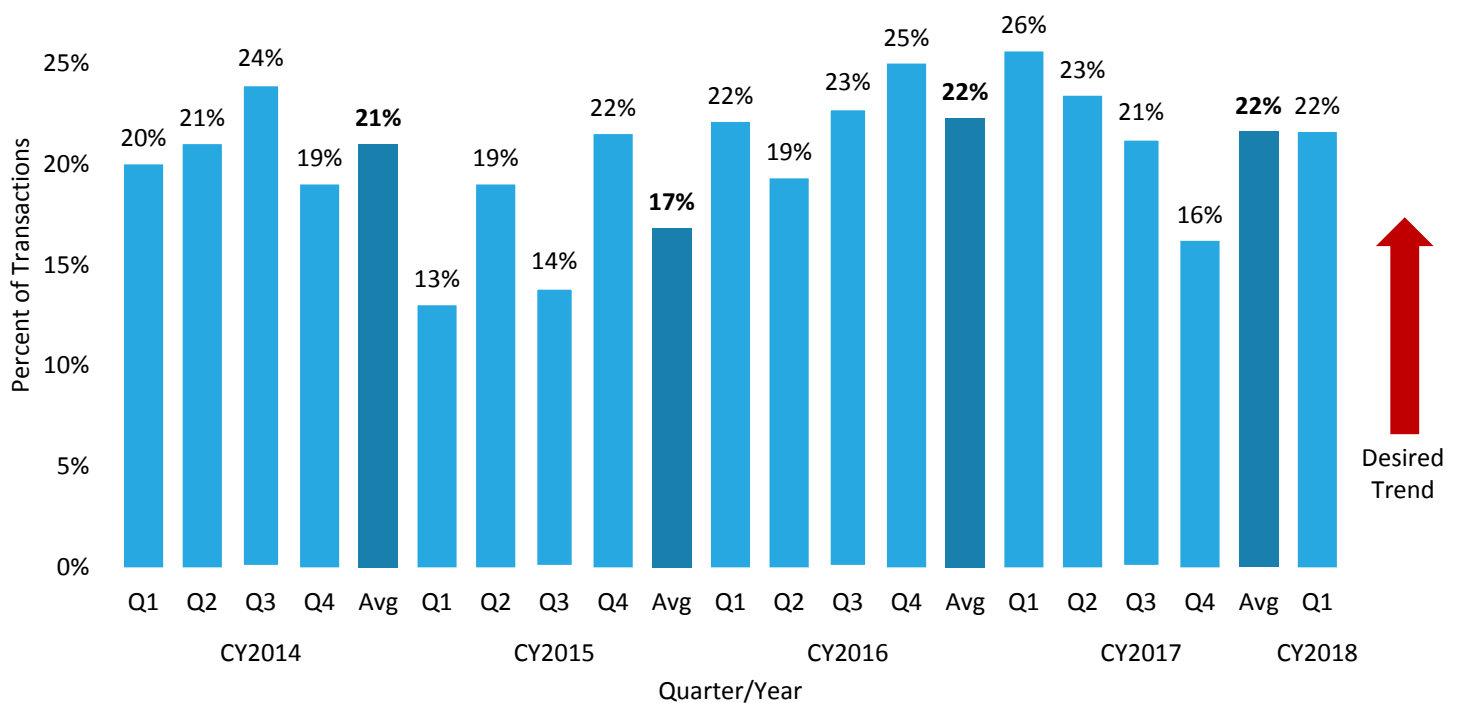


# Provide Exceptional Customer Service

## PERFORMANCE MEASURE MVA 1.2

Percent of Transactions Completed From Initial Email (DL/ID Renewals, Vehicle Renewals, VEIP Tests) Prior to Paper Notices Sent

Chart 1.2.1a: Percent of Transactions Completed from Initial E-mail Prior to Paper Notices Sent for Vehicle Renewals CY2014-Q1 CY2018

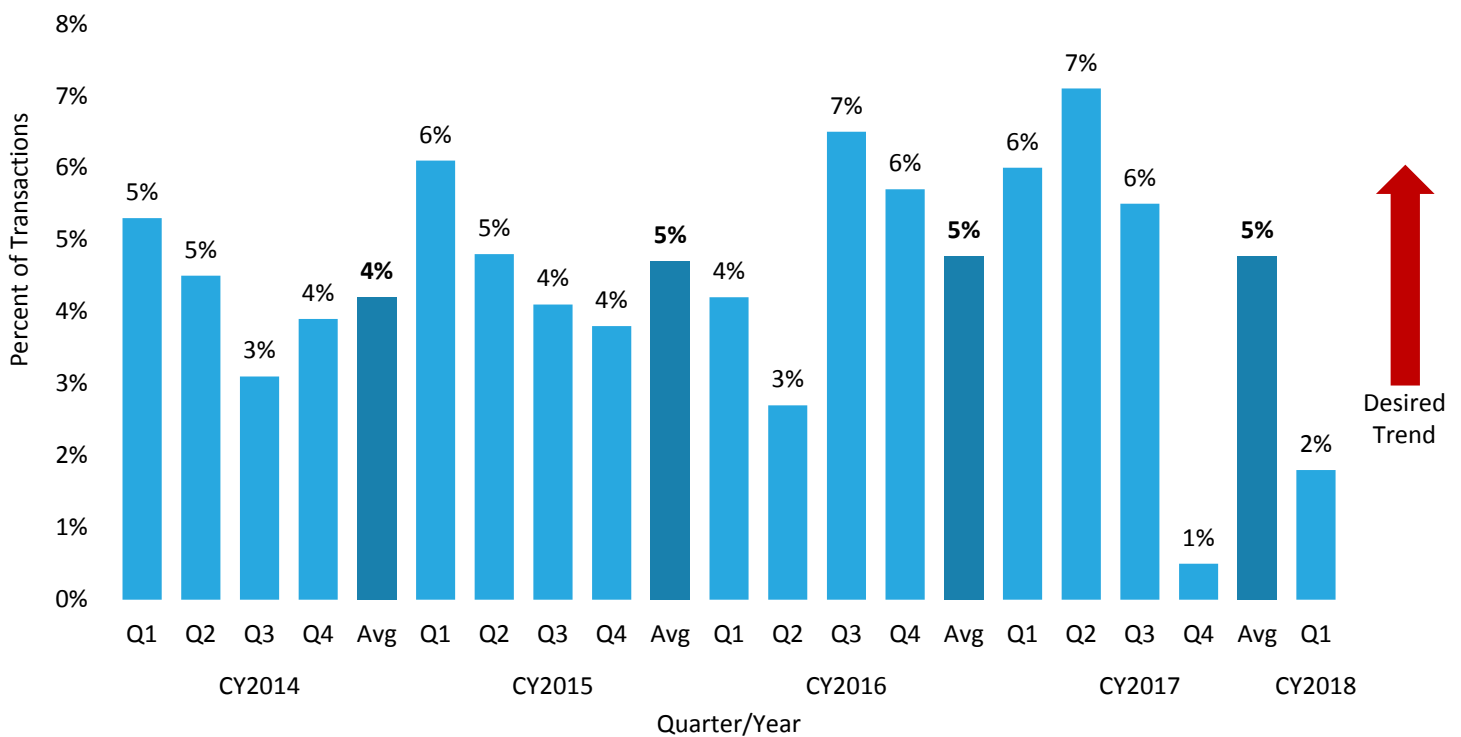


# Provide Exceptional Customer Service

## PERFORMANCE MEASURE MVA 1.2

Percent of Transactions Completed From Initial Email (DL/ID Renewals, Vehicle Renewals, VEIP Tests) Prior to Paper Notices Sent

Chart 1.2.1b: Percent of Transactions Completed from Initial E-mail Prior to Paper Notices Sent for Driver Licenses CY2014-Q1 CY2018

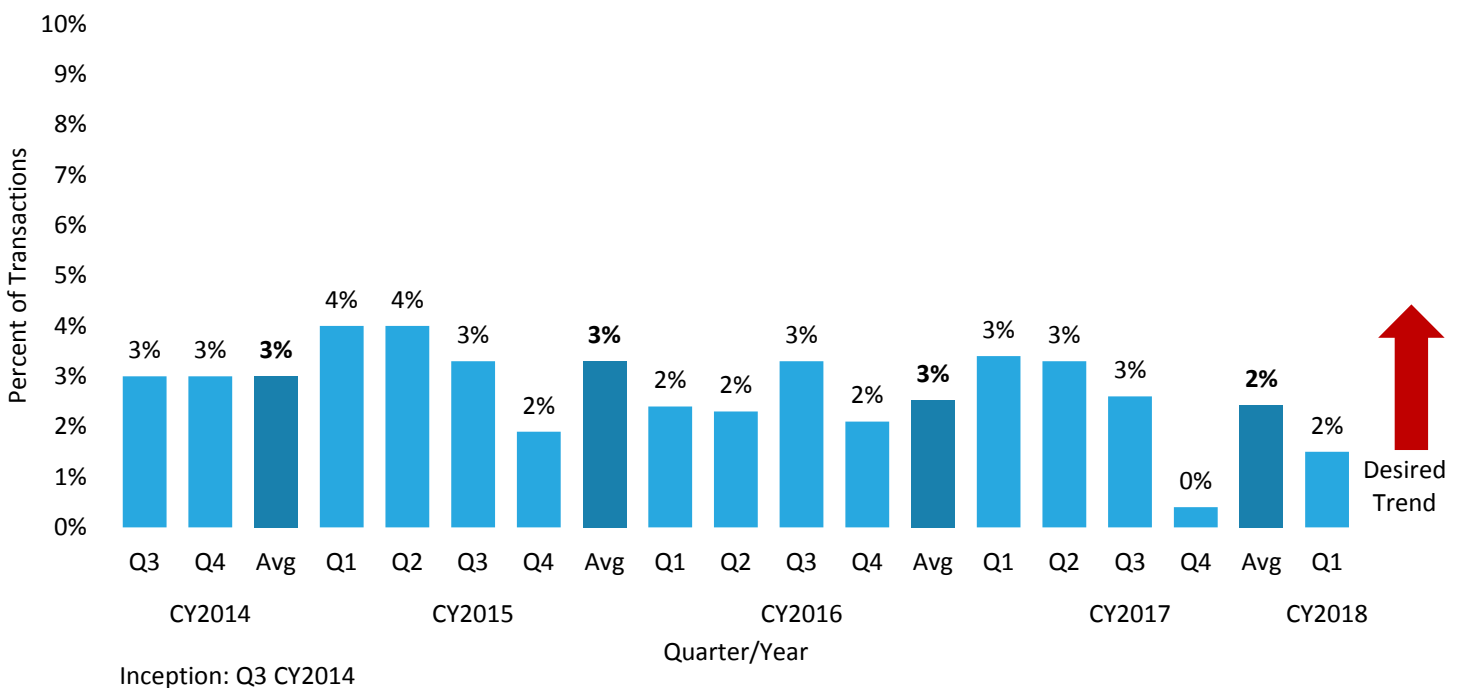


# Provide Exceptional Customer Service

## PERFORMANCE MEASURE MVA 1.2

Percent of Transactions Completed From Initial Email (DL/ID Renewals, Vehicle Renewals, VEIP Tests) Prior to Paper Notices Sent

Chart 1.2.1c: Percent of Transactions Completed from Initial E-mail Prior to Paper Notices Sent for Identification Cards CY2014-Q1 CY2018

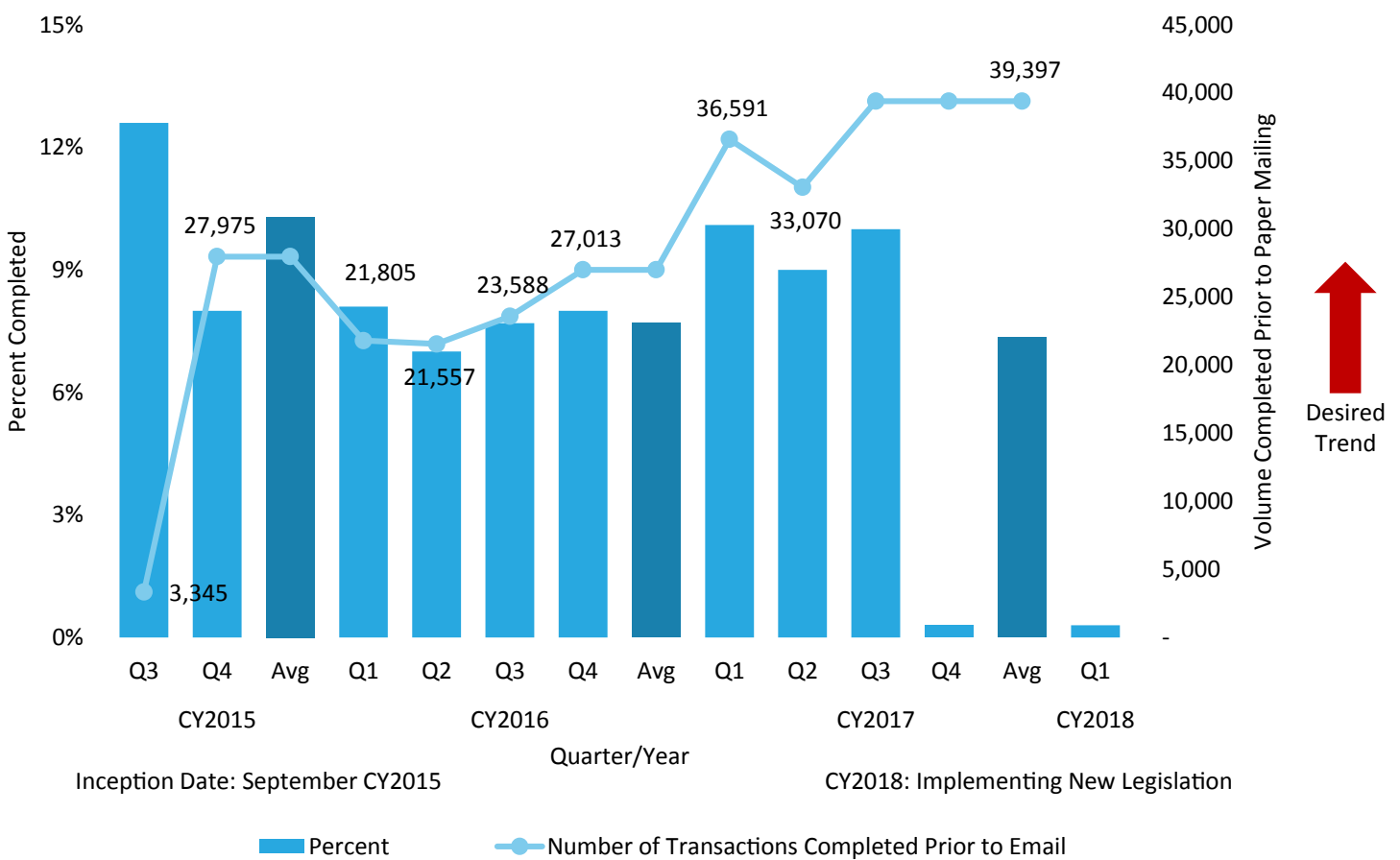


# Provide Exceptional Customer Service

## PERFORMANCE MEASURE MVA 1.2

Percent of Transactions Completed From Initial Email (DL/ID Renewals, Vehicle Renewals, VEIP Tests) Prior to Paper Notices Sent

Chart 1.2.1d: Percent of Transactions Completed from Initial E-mail Prior to Paper Notices Sent for Vehicle Emissions CY2015-Q1 CY2018



# Provide Exceptional Customer Service

## **TBU COORDINATOR:**

Kameel Hall

*Motor Vehicle Administration (MVA)*

## **PERFORMANCE MEASURE DRIVER:**

Monica Kenny

*Motor Vehicle Administration (MVA)*

## **PURPOSE OF MEASURE:**

To identify the timeliness in processing and mailing customer DL/IDs.

## **FREQUENCY:**

Quarterly

## **DATA COLLECTION METHODOLOGY:**

Comparison of customer visit date to actual date product provided to U.S. Postal Service for processing and mailing. Reporting period starts July 1, 2016.

## **NATIONAL BENCHMARK:**

MVA will issue DL/ID products within 4 days for processing by the U.S. Postal Services. Data from other states depict a 7-10 average delivery to the customer.

## **PERFORMANCE MEASURE MVA 1.3**

### **Average Days to Mail Maryland's Secure DL/ID Products**

To continually modernize and ensure the security of products and services that are provided by the MVA, newly designed secure driver's licenses and identification cards were issued throughout Maryland beginning in July 2016. These new cards have embedded security features to protect personal information and to reduce fraudulent reproduction of these products. In addition, to further protect personal information, the new cards are printed and mailed from a high-security MVA facility.

With the implementation of Maryland's Secure ID, MVA customers would like timely receipt of their DL/ID in the mail. MVA will monitor the average number of days that it takes to mail all Maryland Secure DL/ID products from the central issuance facility. Currently, the MVA has set a goal of 4 days to process and mail Maryland's Secure DL/ID products. DL/ID mailings are completed in 4.2 days in Quarter 4, which includes an average of 3 days for sorting and First Class USPS processing.

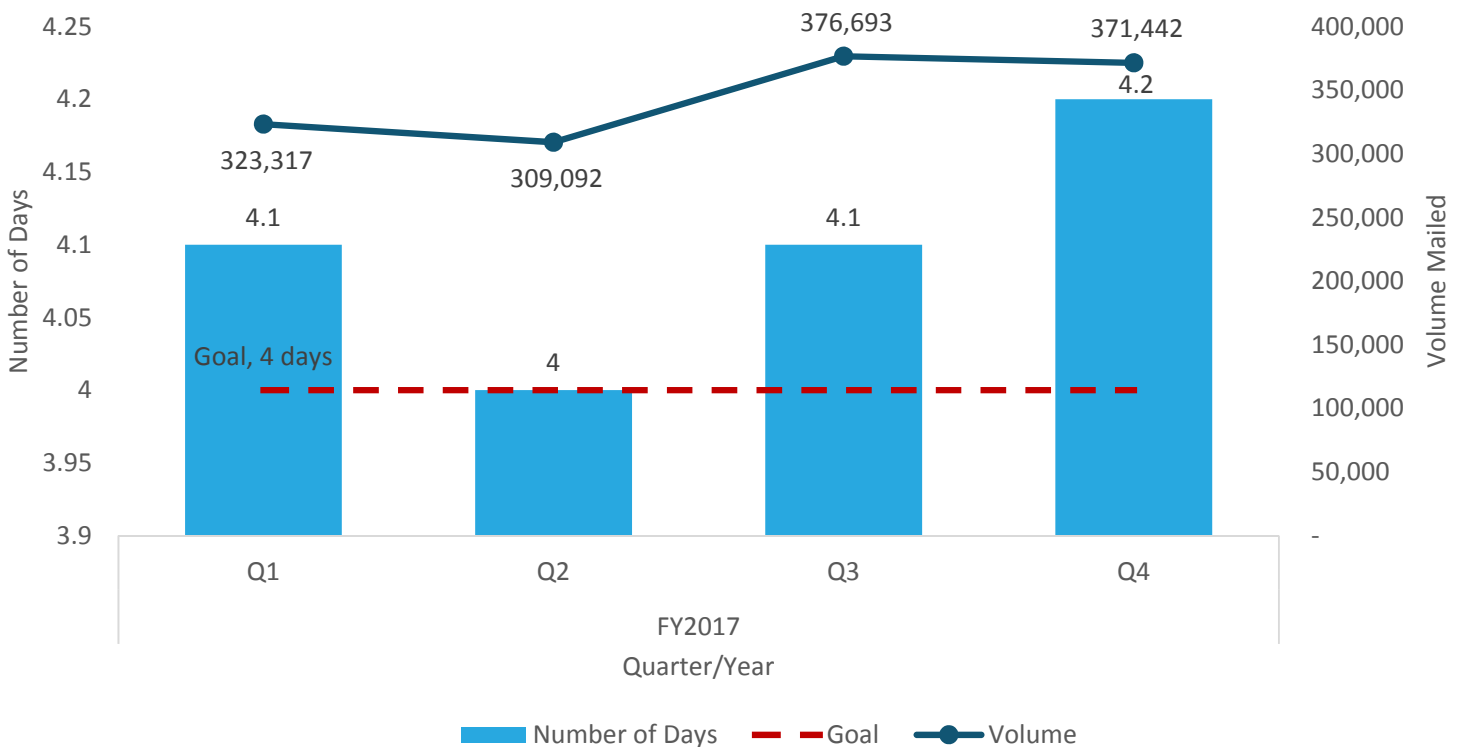


# Provide Exceptional Customer Service

## PERFORMANCE MEASURE MVA 1.3

### Average Days to Mail Maryland's Secure DL/ID Products

Chart 1.3.1: Average Number of Days to Mail Centrally-Issued Driver Licenses/Identification Cards (Regular Mail) FY2017

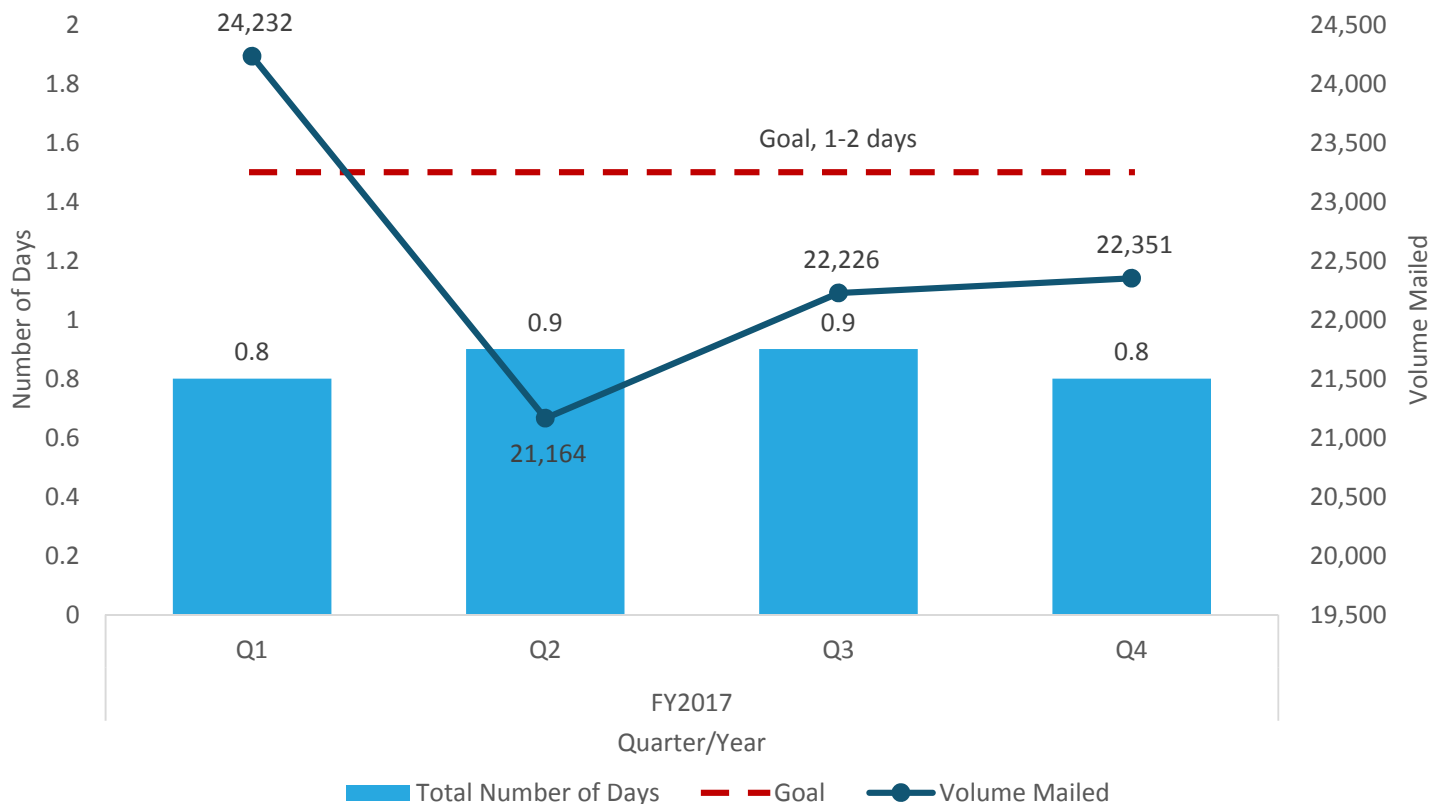


# Provide Exceptional Customer Service

## PERFORMANCE MEASURE MVA 1.3

### Average Days to Mail Maryland's Secure DL/ID Products

Chart 1.3.2: Average Days to Mail Centrally-Issued Driver Licenses/Identification Cards (Expedited Mail) FY2017

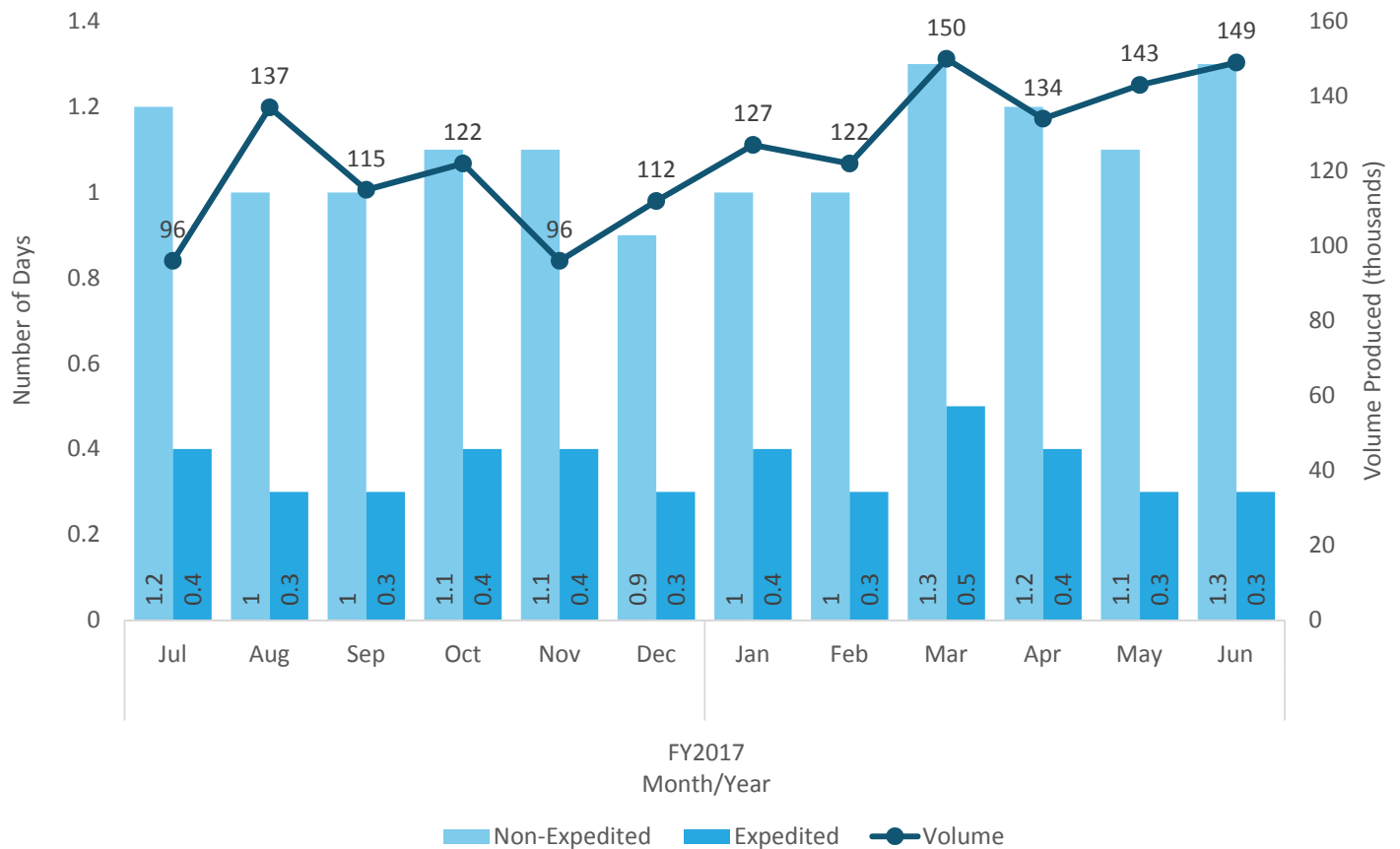


# Provide Exceptional Customer Service

## PERFORMANCE MEASURE MVA 1.3

### Average Days to Mail Maryland's Secure DL/ID Products

Chart 1.3.3: Average Number of Days to Produce a Centrally-Issued Driver License/Identification Card FY2017



# Provide Exceptional Customer Service

## TBU COORDINATOR:

Kameel Hall

*Motor Vehicle Administration (MVA)*

## PERFORMANCE MEASURE DRIVER:

Madison Lumpkin

*Motor Vehicle Administration (MVA)*

## PURPOSE OF MEASURE:

To identify the ability for customers to complete titling transactions conveniently.

## FREQUENCY:

Quarterly

## DATA COLLECTION METHODOLOGY:

MVA uses TARIS, SR320, MTR (compiled) databases to determine the ERT transactions and walk-in vehicle registration and titling transactions.

## NATIONAL BENCHMARK:

TBD

## PERFORMANCE MEASURE MVA 1.4

### Percent of Electronic Registration and Titling (ERT) Titling Transactions as Compared to Vehicles Sold

This measure will monitor the percent of titling transactions completed using ERT as compared to new and used vehicles sold. The comparative to new and used vehicles sold shows those titling transactions which are most eligible for ERT.

Submitting electronically through ERT is a convenience and time savings to our customers because participating ERT partners can electronically submit title and registration transactions to MVA.

The current data shows an upward trend in the number of ERT transactions. As of Oct 1, 2017, regulations have been implemented to have all eligible dealerships using ERT over the next 2 years. All new car dealers in Maryland will be using ERT to process registration and title transactions.

Future strategies include working with the West Virginia Department of Motor Vehicles to come to an agreement allowing dual reciprocity for Maryland dealers to be able to supply West Virginia product, and vice versa. This will open a larger market for ERT transactions, and providing a better and more efficient customer service experience to communities along the West Virginia border. Conversations with West Virginia Department of Motor Vehicles are currently underway.

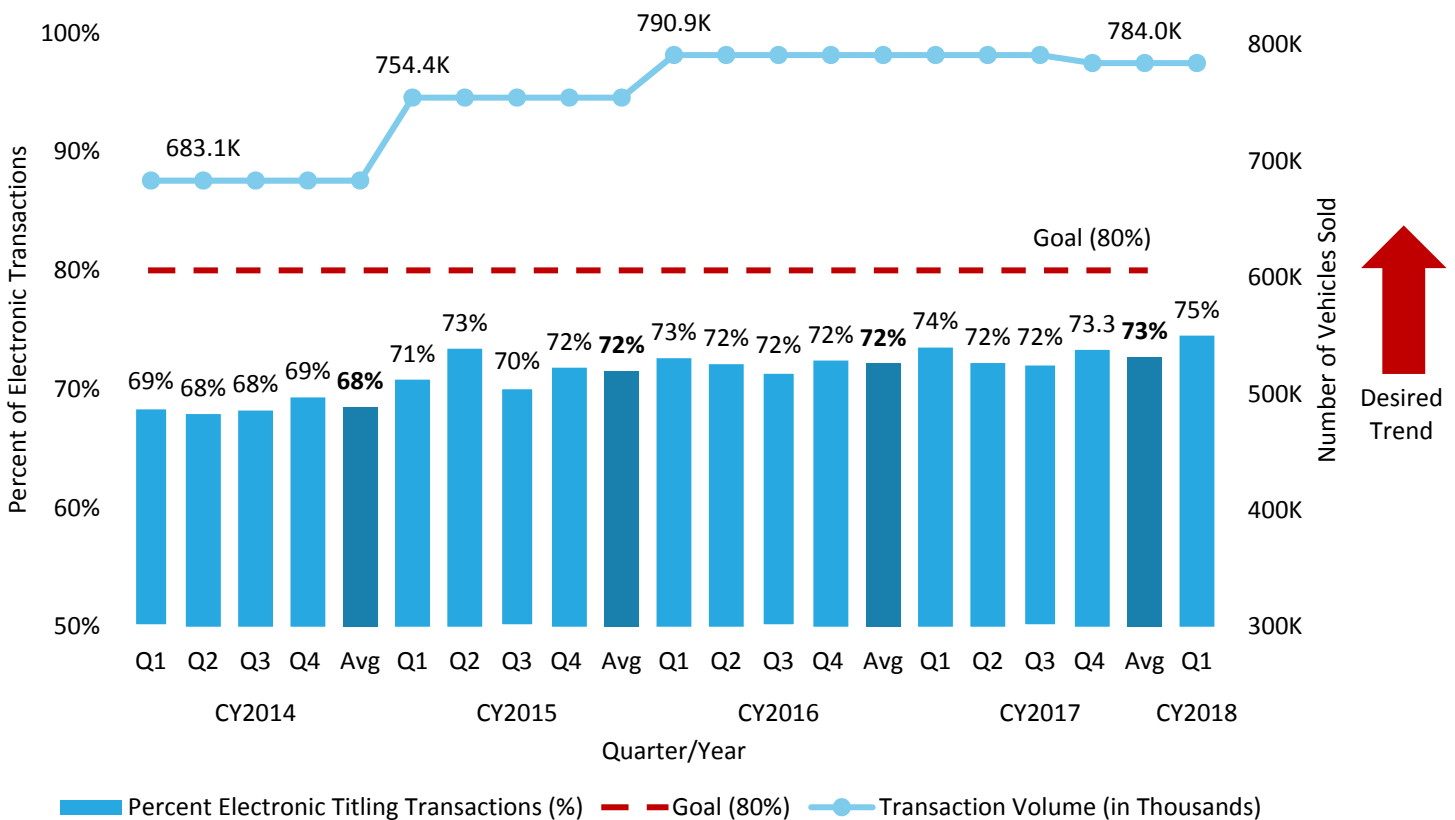
Additionally, MVA is planning another series of seminars to promote Maryland product via ERT to Delaware, Pennsylvania, and Virginia dealers in summer of 2018. This will explain the benefits of ERT to the dealers and enhance customer service to Maryland residents that are purchasing vehicles in any of these states. These types of seminars were initially conducted in 2014 and 2016, and will provide a fresh group of ERT participants with the new dealerships in place after this period.

# Provide Exceptional Customer Service

## PERFORMANCE MEASURE MVA 1.4

Percent of Electronic Registration and Titling (ERT) Titling Transactions as Compared to Vehicles Sold

Chart 1.4.1: Percent of Electronic Titling Transactions as Compared to Vehicles Sold CY2014-Q1 CY2018





# Provide Exceptional Customer Service

## **TBU COORDINATOR:**

Kameel Hall

*Motor Vehicle Administration (MVA)*

## **PERFORMANCE MEASURE DRIVER:**

Madison Lumpkin

*Motor Vehicle Administration (MVA)*

## **PURPOSE OF MEASURE:**

To report a breakdown of insurance compliance cases closed with and without payment.

## **FREQUENCY:**

Quarterly

## **DATA COLLECTION METHODOLOGY:**

MVA production ACIS database, owned by MDOT MVA, on a monthly basis. Statistics are compiled into a user friendly table for trend analysis.

## **NATIONAL BENCHMARK:**

TBD

## **PERFORMANCE MEASURE MVA 1.5**

### Monthly Status of Insurance Compliance Cases Opened and Closed

The MVA is continually improving their ability to be responsive to customers. The Insurance Compliance Division(ICD) enforces Maryland's compulsory insurance laws to ensure that required insurance is maintained continuously for all registered vehicles. We have developed a new MDOT MVA specific measure which measures the status of all insurance compliance cases.

Currently we receive around 150k cancellations a month. This results in around 40k insurance lapse cases being created. When we began tracking this measure we found 11% of those cases created are being closed with a payment received. Meaning roughly 90% of the cases opened are closed by other means. A true insurance compliance case should only be closed by a payment being received so, cases closed by other means are cases that were opened in error. The high number of cases opened in error require ICD to spend resources on Maryland Residents who have insurance. Because a case is now created those residents are required to validate their insurance by providing documentation either personally or through their insurance agency.

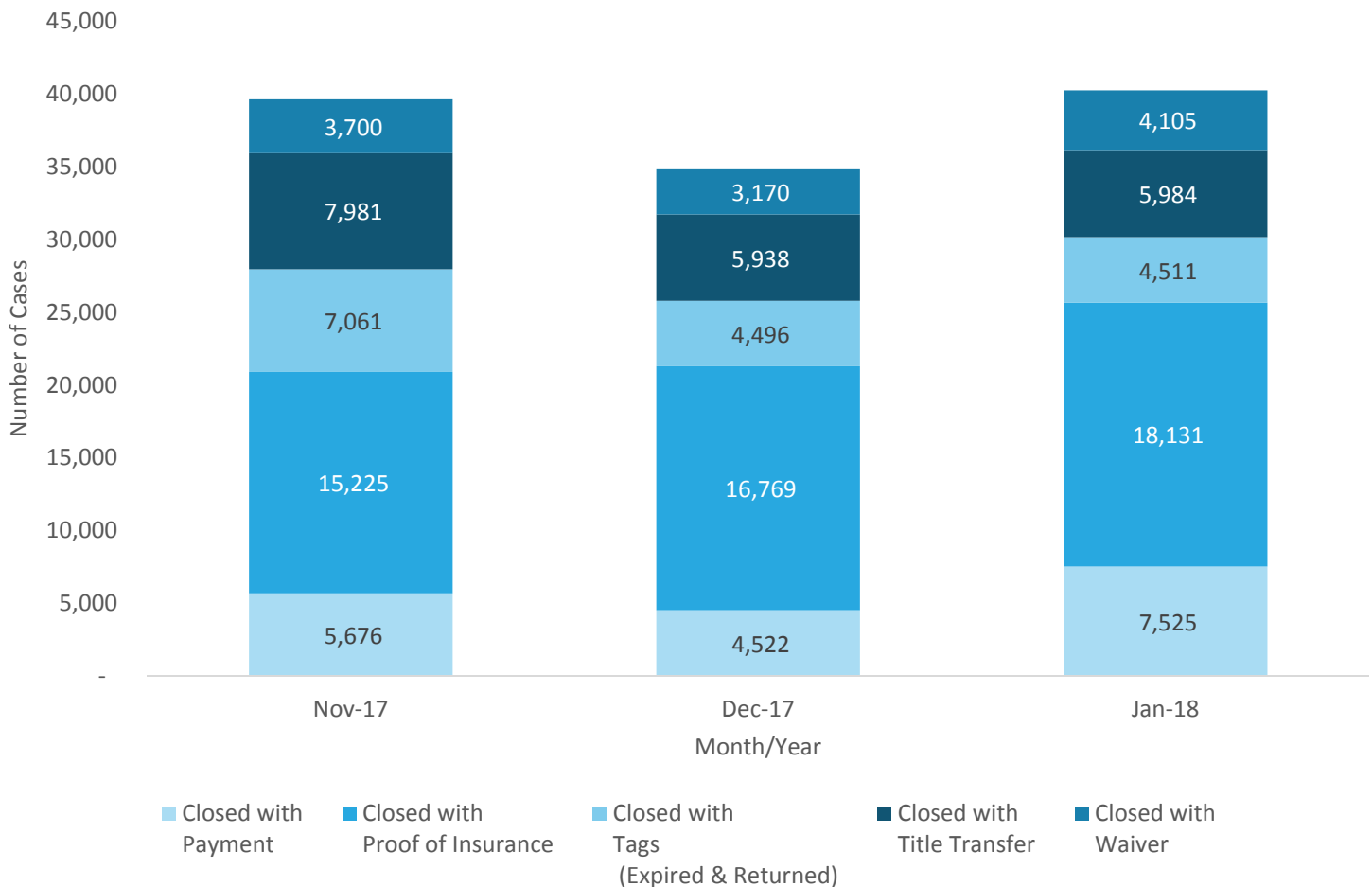
Our first step was to review the data, current logic and current processes. As a result, we focused on the cases closed within the proof of insurance subset. To impact this subset, we implemented changes to our courtesy email and cancellation logic. In January we changed the verbiage on the courtesy email we send customers. This has allowed customers to submit the correct documentation and prevent a case from being opened in error. In February we implemented a change to the logic around cancellations we receive from the insurance industry. This has led to a reduction in number of cases being opened in error.

# Provide Exceptional Customer Service

## PERFORMANCE MEASURE MVA 1.5

### Monthly Status of Insurance Compliance Cases Opened and Closed

Chart 1.5.1: Monthly Status of Insurance Compliance Cases Opened and Closed, November-December CY2017 and January CY2018



## TANGIBLE RESULT #2

# Use Resources Wisely



MDOT receives resources from customers and they expect products and services in return. To better serve customers, MDOT must maximize the value of every dollar we spend.

### RESULT DRIVER:

Corey Stottlemeyer

*The Secretary's Office (TSO)*

**TBU COORDINATOR:**

Kameel Hall

*Motor Vehicle Administration (MVA)*

**PERFORMANCE MEASURE DRIVER:**

Deborah Rogers

*Motor Vehicle Administration (MVA)*

**PURPOSE OF MEASURE:**

To monitor how lower fees for VEIP self-service kiosk have been a benefit to customers.

**FREQUENCY:**

Quarterly

**DATA COLLECTION METHODOLOGY:**

MVA uses VenDoc, IntelliTrack database to determine the VEIP kiosk usage.

**NATIONAL BENCHMARK:**

VEIP kiosk usage goal, 14% of eligible vehicles; there are currently 900k eligible vehicles in Maryland.

**PERFORMANCE MEASURE MVA 2.1**

## Annual Customer Savings Based on VEIP Self-Service Kiosk Usage

Lower taxes and fees represent a cost savings to the public, which puts money back into their pockets. Customers appreciate whenever there is an added savings to the regulatory products that they are required to complete. As part of the Governor's fee reduction initiatives, there was a \$4 savings for using the self-service VEIP kiosks. Maryland is one of only two states to have introduced the technology to self-test at VEIP kiosks. MVA started a pilot in August of 2015 with only 2 kiosks. The program expanded in February 2016 to include additional kiosks and more access to savings for the public.

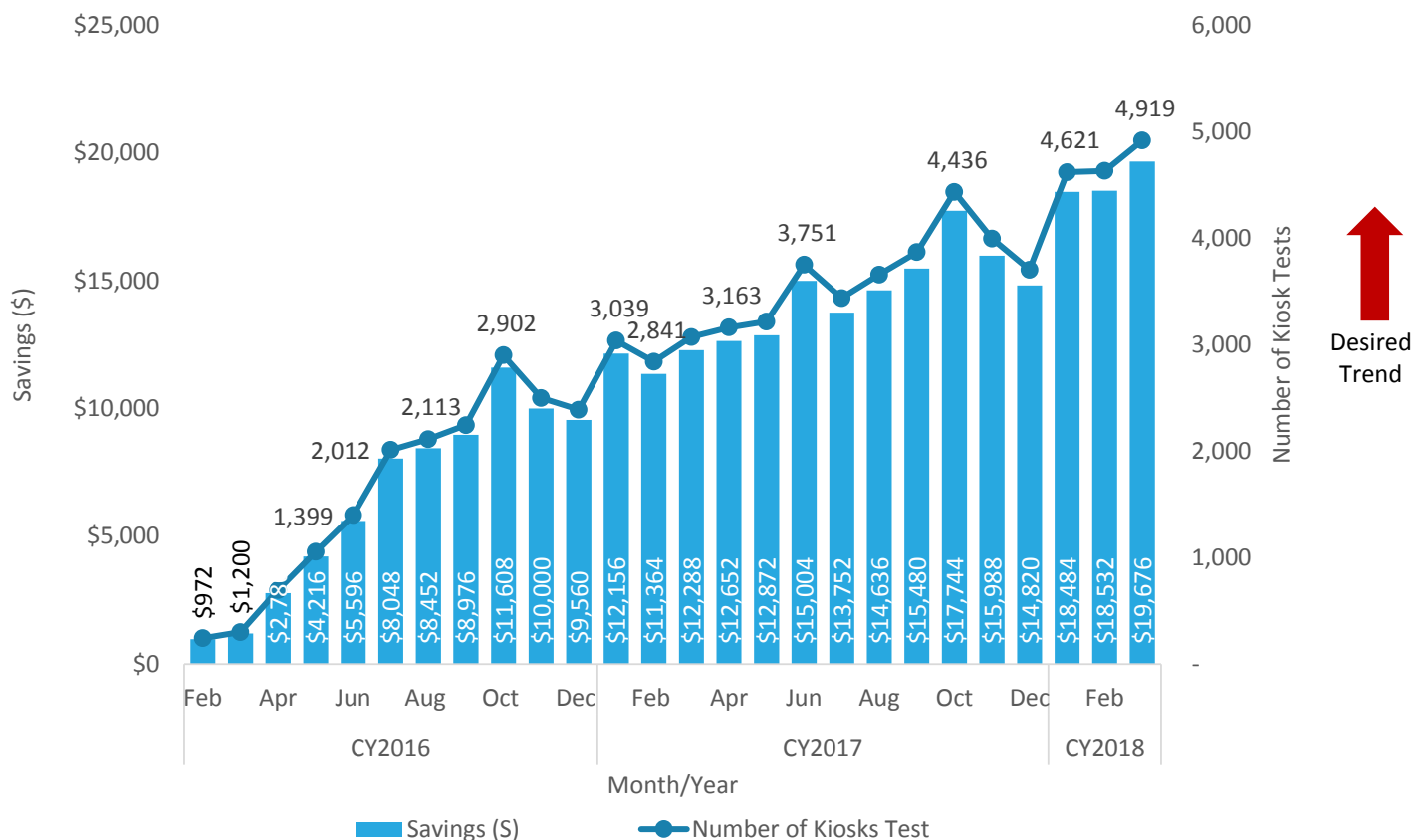
There are currently ten kiosk locations across the VEIP testing areas. With sixty percent of the 1.5 million annual testable population eligible to use this technology, this makes for a huge cost savings to Maryland residents. MVA is at the forefront of technology to offer efficiency in services for customers.

The trend for this performance measure is desired as upward for both cost savings and number of self-service VEIP kiosk transactions. Over the past FY2017, MDOT added 8 VEIP kiosks for a total of 10 VEIP kiosk.

## PERFORMANCE MEASURE MVA 2.1

### Annual Customer Savings Based on VEIP Self-Service Kiosk Usage

Chart 2.1.1: VEIP Self-Service Kiosks Test & Customer Savings February CY2016 - March CY2018

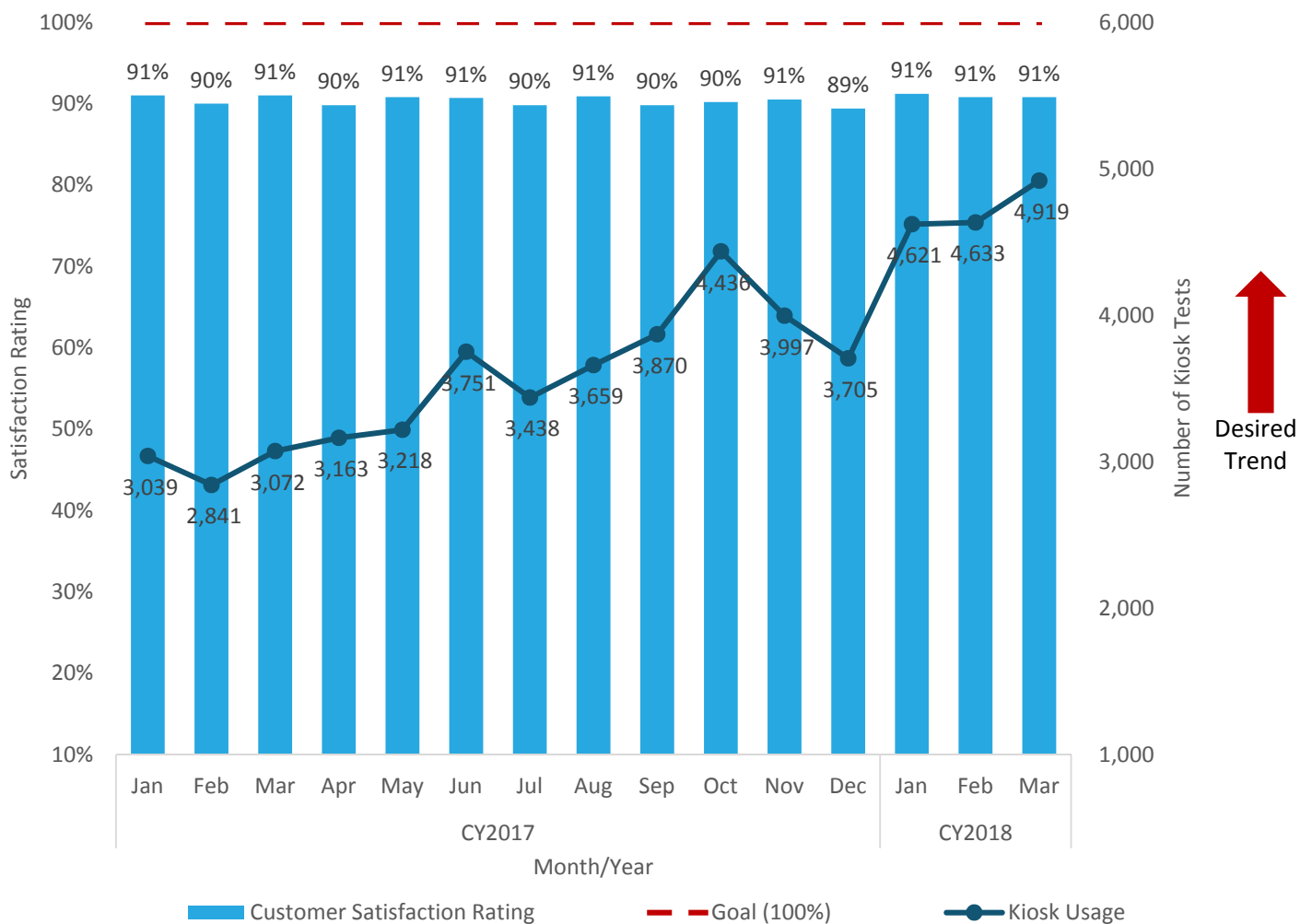




## PERFORMANCE MEASURE MVA 2.1

### Annual Customer Savings Based on VEIP Self-Service Kiosk Usage

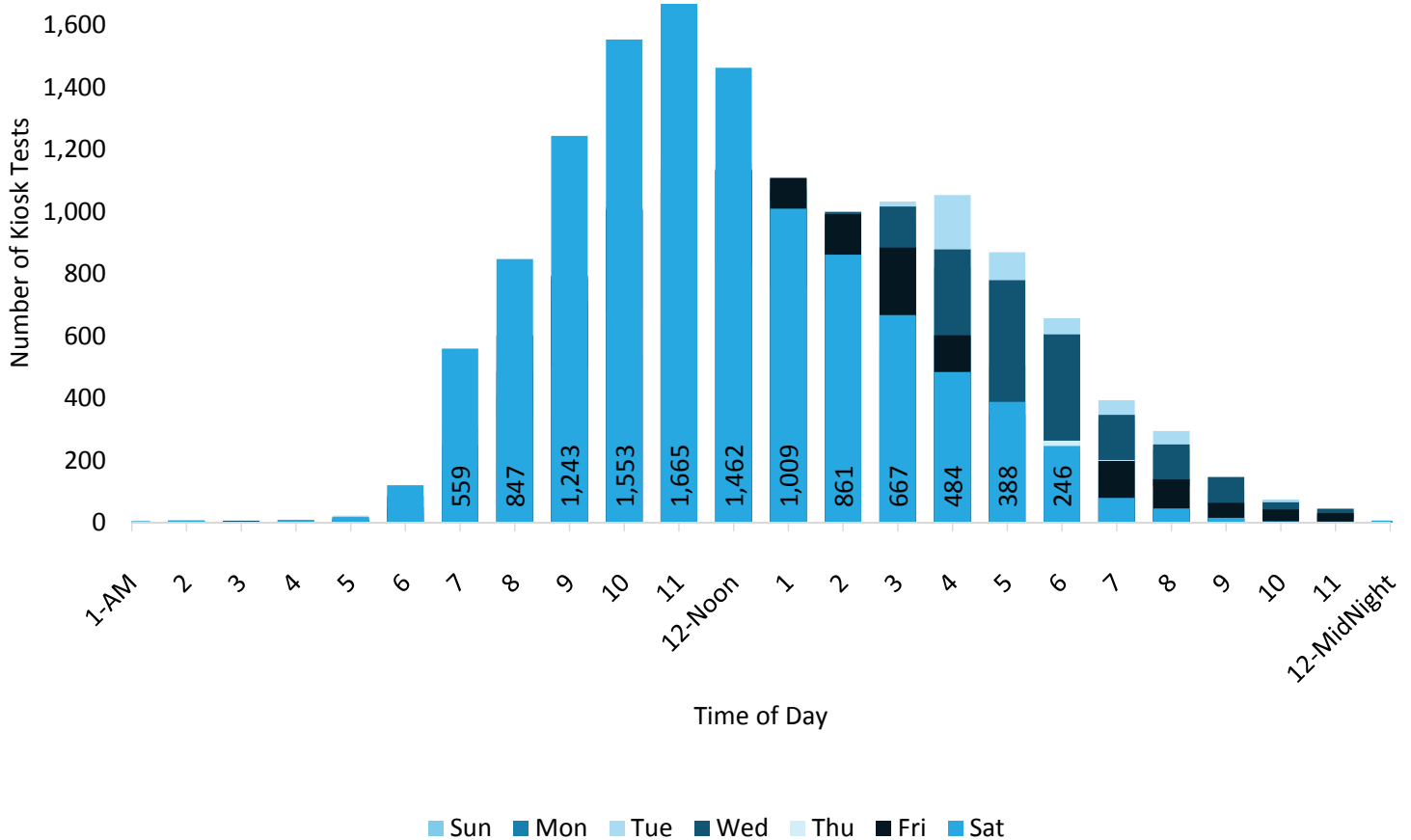
Chart 2.1.2: VEIP Self-Service Customer Satisfaction Rating January CY2017 - March CY2018



## PERFORMANCE MEASURE MVA 2.1

### Annual Customer Savings Based on VEIP Self-Service Kiosk Usage

Chart 2.1.3: Kiosk Usage by Time of Day October CY2016 - March CY2018



Use Resources Wisely



### TANGIBLE RESULT #3

## Provide a Safe and Secure Transportation Infrastructure



MDOT will not compromise on the commitment to continually improve the safety and security of customers and partners in everything we do.

#### RESULT DRIVER:

Sarah Clifford

*Maryland Transportation Authority (MDTA)*

# Provide a Safe and Secure Transportation Infrastructure

## **TBU COORDINATOR:**

Kameel Hall

*Motor Vehicle Administration (MVA)*

## **PERFORMANCE MEASURE DRIVER:**

Helen Kelly

*Motor Vehicle Administration (MVA)*

## **PURPOSE OF MEASURE:**

To monitor the number of participants in the Ignition Interlock Program.

## **FREQUENCY:**

Quarterly

## **DATA COLLECTION METHODOLOGY:**

MVA uses DIWS, Excel (compiled) database to determine the Ignition Interlock Program participants. Data reporting began in Winter 2016.

## **NATIONAL BENCHMARK:**

TBD

## **PERFORMANCE MEASURE MVA 3.1**

### Percent Increase in Ignition Interlock Program Participants

MVA has adopted the “Towards Zero Death” campaign to reduce highway deaths until they reach zero. This campaign covers some of Maryland’s most dramatic highway safety problems including impaired driving, seatbelt use, and speeding.

The purpose of this measure is to monitor the increase of persons into the Ignition Interlock Program which will help to reduce the number of unsafe drunk drivers on the road. The Ignition Interlock Program is designed to track and monitor those persons who are charged with an alcohol related offense. Inclusion can be voluntary (pre-conviction) or mandatory (post-conviction). Recent legislation has made the Ignition Interlock Program mandatory for those persons who are stopped with alcohol related offenses (including pre-conviction). MVA is one of the most robust and defined Ignition Interlock Programs in the country.

As this dataset is currently being refined based on new legislation, the efforts have been on defining the data definitions and scrubbing the data to reflect the performance measure more accurately.





# Provide a Safe and Secure Transportation Infrastructure

## TBU COORDINATOR:

Kameel Hall

*Motor Vehicle Administration (MVA)*

## PERFORMANCE MEASURE DRIVER:

Helen Kelly

*Motor Vehicle Administration (MVA)*

## PURPOSE OF MEASURE:

To monitor the customer medical case processing rate.

## FREQUENCY:

Quarterly

## DATA COLLECTION METHODOLOGY:

MVA DIWS, Excel (compiled) database to collect the data.

## NATIONAL BENCHMARK:

60 days.

## PERFORMANCE MEASURE MVA 3.2

### Percent of Medical Related Cases Closed within 30 Days

MVA through the Office of Driver Wellness and Safety is responsible for reviewing medical related cases and referrals. These are cases that have been referred to the MVA because the driver was deemed to have a medical stipulation which may hinder their ability to drive. Maryland's medical case review process has been tailored to other DMVs across the country; however, MVA is different because nurses and doctors are on staff to support in the review and recommendation of medical cases.

As shown in Chart 3.2.1, this measure monitors the number of medical related cases which are reviewed and closed within 30 days. As this is a dynamic process that requires the customer to provide required legal, physician or other official documentation, it has been determined that the cases should be reviewed within the 30-day timeframe. At the end of CY 2017, 73 percent of medical cases reflected closed within 30 days. The result reflects a positive trend from the average 44 percent result in CY2016.

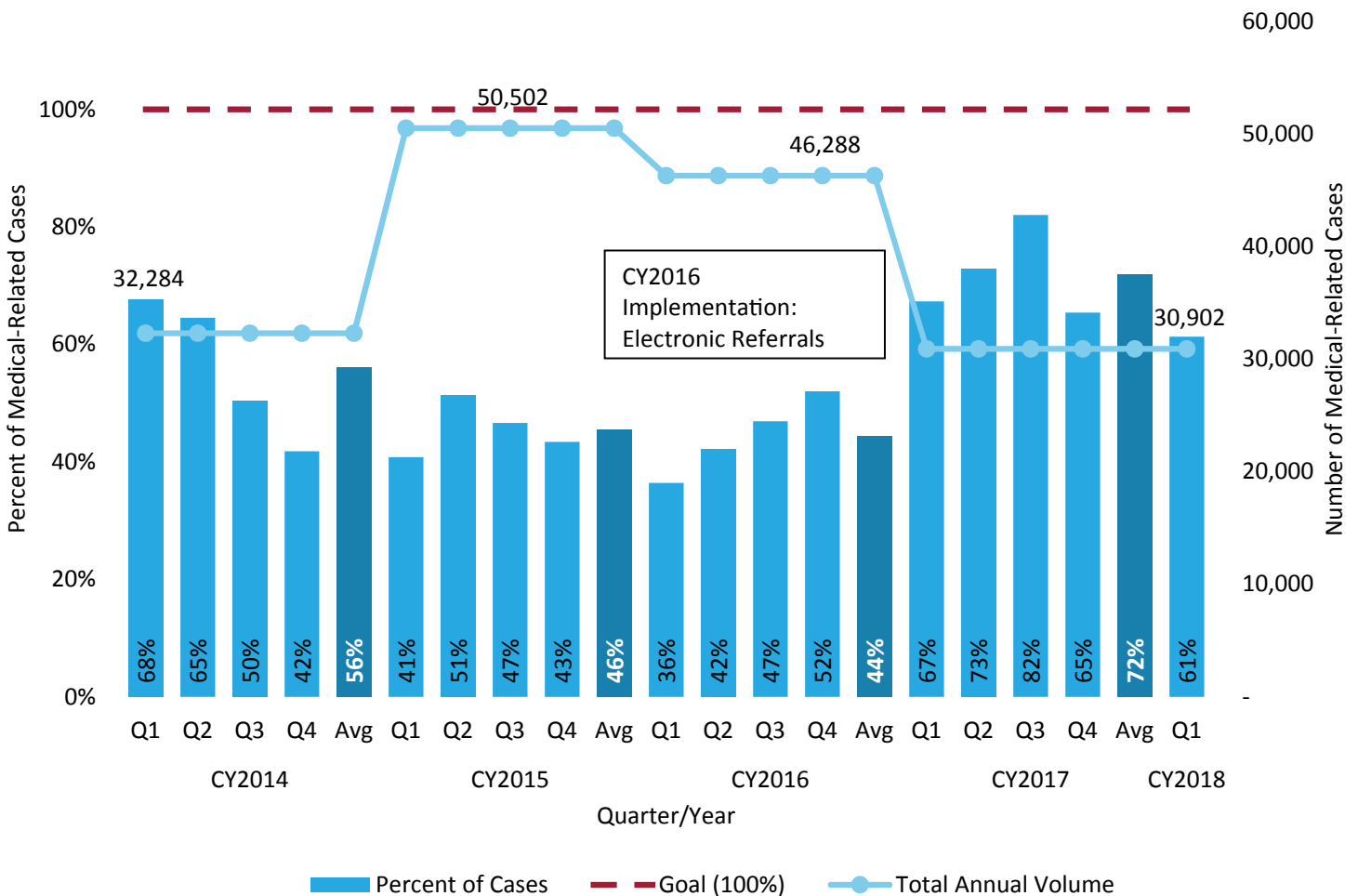
The MVA has implemented several processes which allow for the medical staff to have a more balanced case load, giving the ability to focus on customers who require more critical attention. As these processes have been implemented and maintained, the result has been an overall reduction in the total amount of medical cases open for review.

# Provide a Safe and Secure Transportation Infrastructure

## PERFORMANCE MEASURE MVA 3.2

### Percent of Medical Related Cases Closed within 30 Days

Chart 3.2.1: Percent of Medical Related Cases Closed Within 30 Days CY2014-Q1 CY2018





# Provide a Safe and Secure Transportation Infrastructure

## **TBU COORDINATOR:**

Kameel Hall

*Motor Vehicle Administration (MVA)*

## **PERFORMANCE MEASURE DRIVER:**

Eric Danz

*Motor Vehicle Administration (MVA)*

## **PURPOSE OF MEASURE:**

To monitor the number of out-of-state title fraud cases.

## **FREQUENCY:**

Quarterly

## **DATA COLLECTION METHODOLOGY:**

MVA uses an MS Excel spreadsheet and a Case Management System to track and monitor out-of-state title fraud cases. Total out-of-state titles compared to identified title fraud cases.

## **NATIONAL BENCHMARK:**

Developing

## **PERFORMANCE MEASURE MVA 3.3**

### **Number of Out-of-State Title Fraud Cases**

The safety and security of the transportation infrastructure is dependent on the comprehensive management and oversight of Maryland's transportation regulatory processes. This measure will monitor vehicles titled in Maryland for possible fraudulent, altered and/or counterfeit out-of-state vehicle titles.

The MVA is the only motor vehicle agency in the nation that has investigators who "touch" every out of state title used to title a vehicle in Maryland; the investigators are experts in detecting counterfeit and altered titles. The staff was awarded the 2016 Fraud Prevention and Detection Award from the American Association of Motor Vehicle Administrators (AAMVA) for their work in these efforts.

The fraudsters use out of state titles because they are harder to detect by front line MVA employees and therefore easier to pass or conceal an alteration. The fraudulent titles are used to "wash" liens, salvage brands and re-plate stolen vehicles. The MVA receives grant funding from the Vehicle Theft Prevention Council (VTPC) to pay for a second investigator and to offset the costs of separating the thousands of foreign titles that come into Maryland each year. Unfortunately, the investigator paid by the VTPC resigned for another state position in May 2017 and as of October 1, 2017 the position remains vacant.

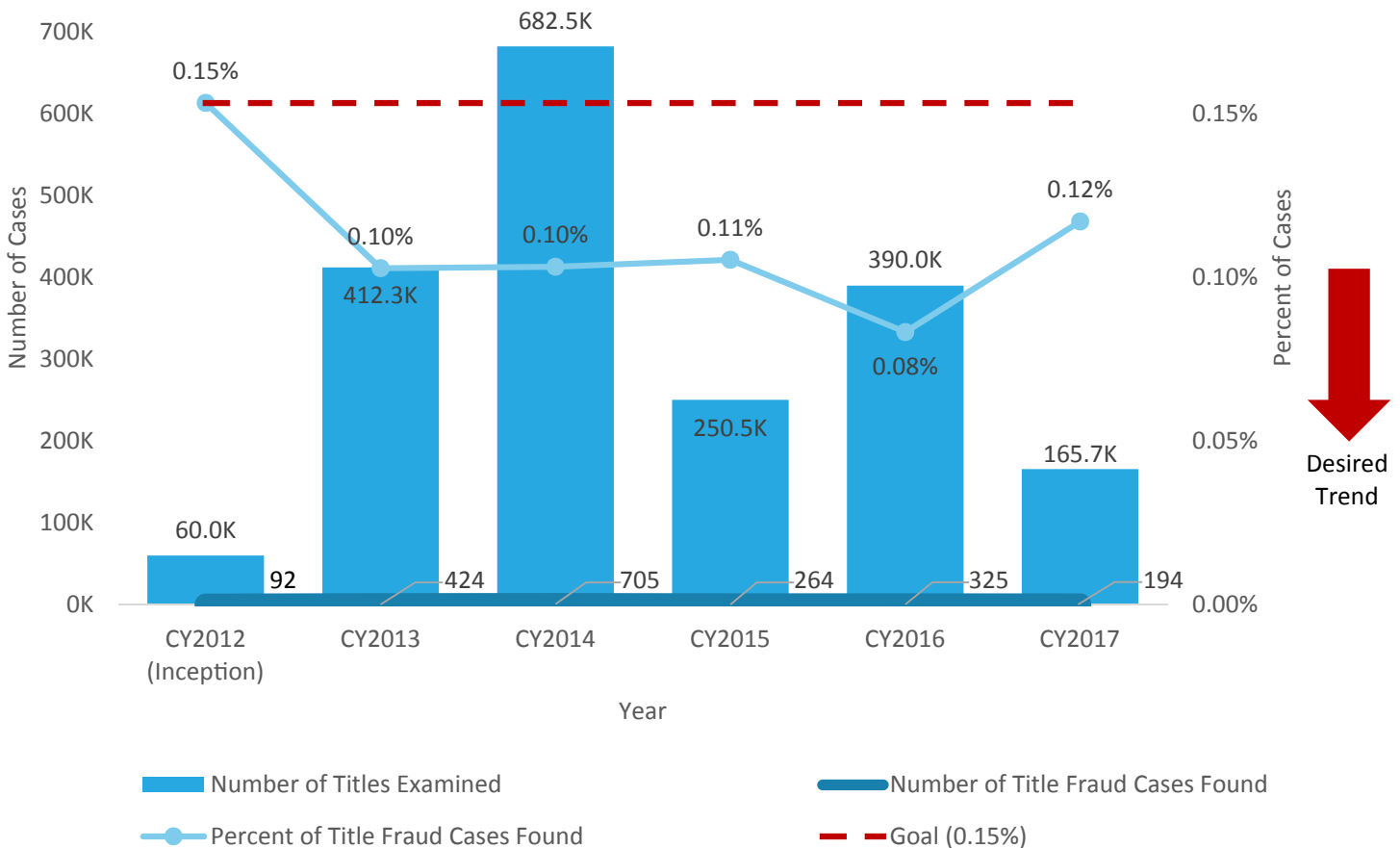
The desired trend for this performance measure is downward. The MVA will continue to positively influence this downward trend by training MVA's front line staff, tag and title employees, and eventually performing real time queries of National Motor Vehicle Title Information System.

# Provide a Safe and Secure Transportation Infrastructure

## PERFORMANCE MEASURE MVA 3.3

### Number of Out-of-State Title Fraud Cases

Chart 3.3.1: Number of Out of State Title Fraud Cases CY2012-CY2017



# Provide a Safe and Secure Transportation Infrastructure

## TBU COORDINATOR:

Kameel Hall

*Motor Vehicle Administration (MVA)*

## PERFORMANCE MEASURE DRIVER:

Eric Danz

*Motor Vehicle Administration (MVA)*

## PURPOSE OF MEASURE:

To assess MVA's ability to detect driver's license fraud by monitoring the number of driver's licenses (DL) cancelled for fraud.

## FREQUENCY:

Quarterly

## DATA COLLECTION METHODOLOGY:

MVA uses an MS Excel spreadsheet and a Case Management System to track and monitor DL fraud cases and cancellations.

## NATIONAL BENCHMARK:

TBD

## PERFORMANCE MEASURE MVA 3.4

### Number of Maryland Driver's License Cancellations Due to Fraud

Protecting the identity for Maryland residents is important, therefore MVA is aware of the significance of reviewing documents when submitted to obtain a driver's license. The document review process requires that customer agents are trained to detect and preempt when there are potential inconsistencies with any documents. Over time, MVA finds most of the fraudulent documents are related to residency.

Over 95% of Maryland's driver's license cancellations are related to address or residency fraud where residents from other states travel to Maryland to obtain a driver's license. Customers may provide false address documents to certify that they reside in Maryland. MVA investigators learn about the possible fraud activity from various sources including returned MVA mail, awareness of customer agents or a third-party complaint.

Cancellations due to fraud have been increasing due to better detection methods and techniques. The Investigations Division is now receiving a list from the Comptroller's Office which provides the names and assigned letters from the Comptroller which verify payment of taxes and address. This is a process identifying Comptroller Letters that are being used by more than one individual. This will increase the number of instances where fraud is detected.

In April 2017, the MVA created a database of addresses listed to fifteen (15) or more driver's licenses and/or ID cards, i.e., bad address database. Fifteen or more MVA products associated with one address is an indicator of possible fraudulent activity. Any MVA transactions associated with that address requires the customer to meet personally with an investigator who verifies the customer's address. Through August of 2017, the MVA cancelled 170 licenses after interviewing customers identified through the bad address database.

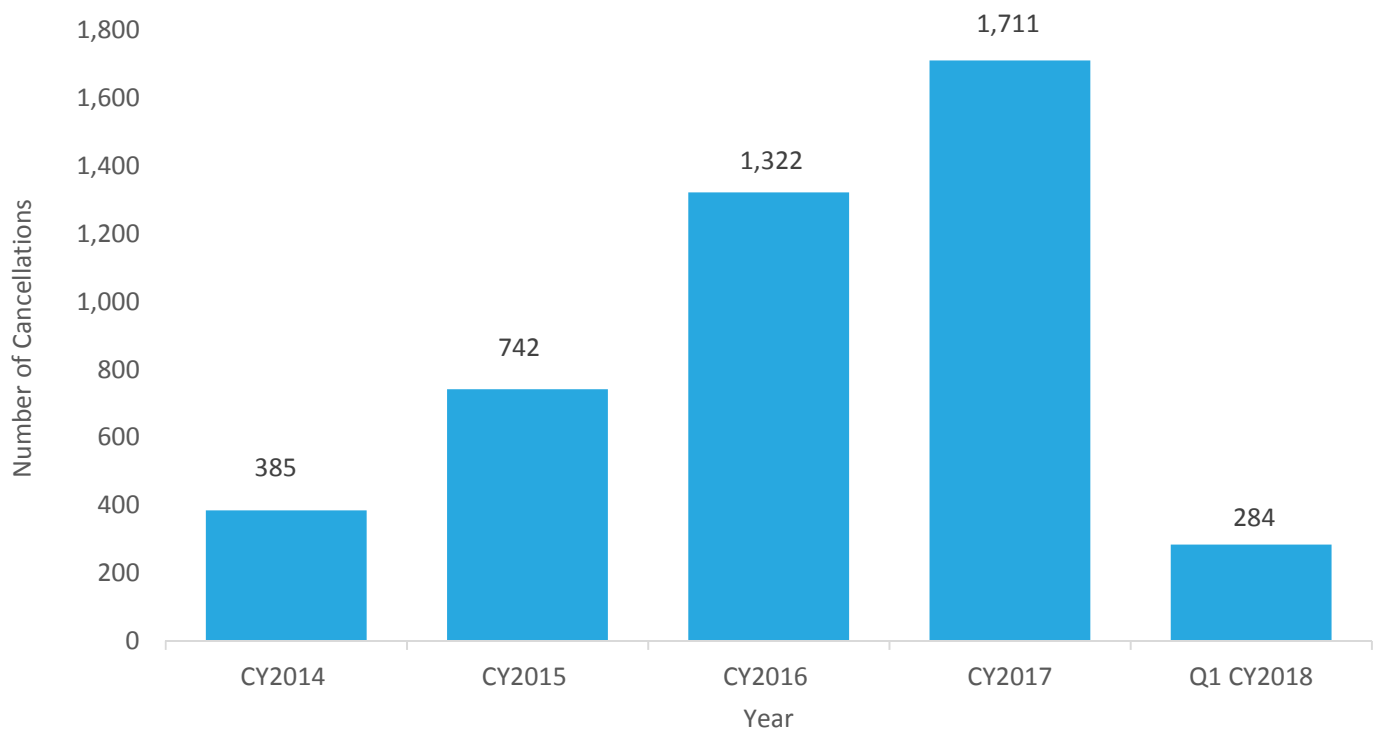
Although, the desired trend is to decrease DL fraud, these changes in strategies have resulted in an increase in the number of driver license cancellations due to fraud, because we are detecting fraud that previously went undetected.

# Provide a Safe and Secure Transportation Infrastructure

## PERFORMANCE MEASURE MVA 3.4

### Number of Maryland Driver's License Cancellations Due to Fraud

Chart 3.4.1: Number of Driver's License Cancellations Due to Fraud CY2014-Q1 CY2018



# Provide a Safe and Secure Transportation Infrastructure

## TBU COORDINATOR:

Kameel Hall

*Motor Vehicle Administration (MVA)*

## PERFORMANCE MEASURE DRIVER:

Helen Kelly

*Motor Vehicle Administration (MVA)*

## PURPOSE OF MEASURE:

To provide convenience and timely updates for drivers to meet their licensure needs.

## FREQUENCY:

Quarterly

## DATA COLLECTION METHODOLOGY:

MVA uses DIWS and the IBM Mainframe to determine number and time updated.

## NATIONAL BENCHMARK:

One day

## PERFORMANCE MEASURE MVA 3.5

### Number of Days to Process Medical Certifications for CDL Drivers

Federal law requires that a Commercial Driver's License holder (CDL) driver maintain a valid medical examiners certification to operate a commercial vehicle. The MVA is required to monitor and update the records of these drivers along with cancelling the driver's commercial privileges if they fail to meet this requirement. This certification is issued for a maximum period of two years while the license itself is issued for five years, thus requiring documentation to be submitted to the MVA by drivers and employers of these drivers before their license expires.

The purpose of this measure is to ensure that CDL drivers who are determined to be medically fit to drive can maintain their commercial driving privileges and their employment without disruption or potential loss of income. For optimal convenience and customer confidence, it has been determined that a driver or company should be able to easily submit their documentation to the MVA and know that their record reflects this by the next business day.

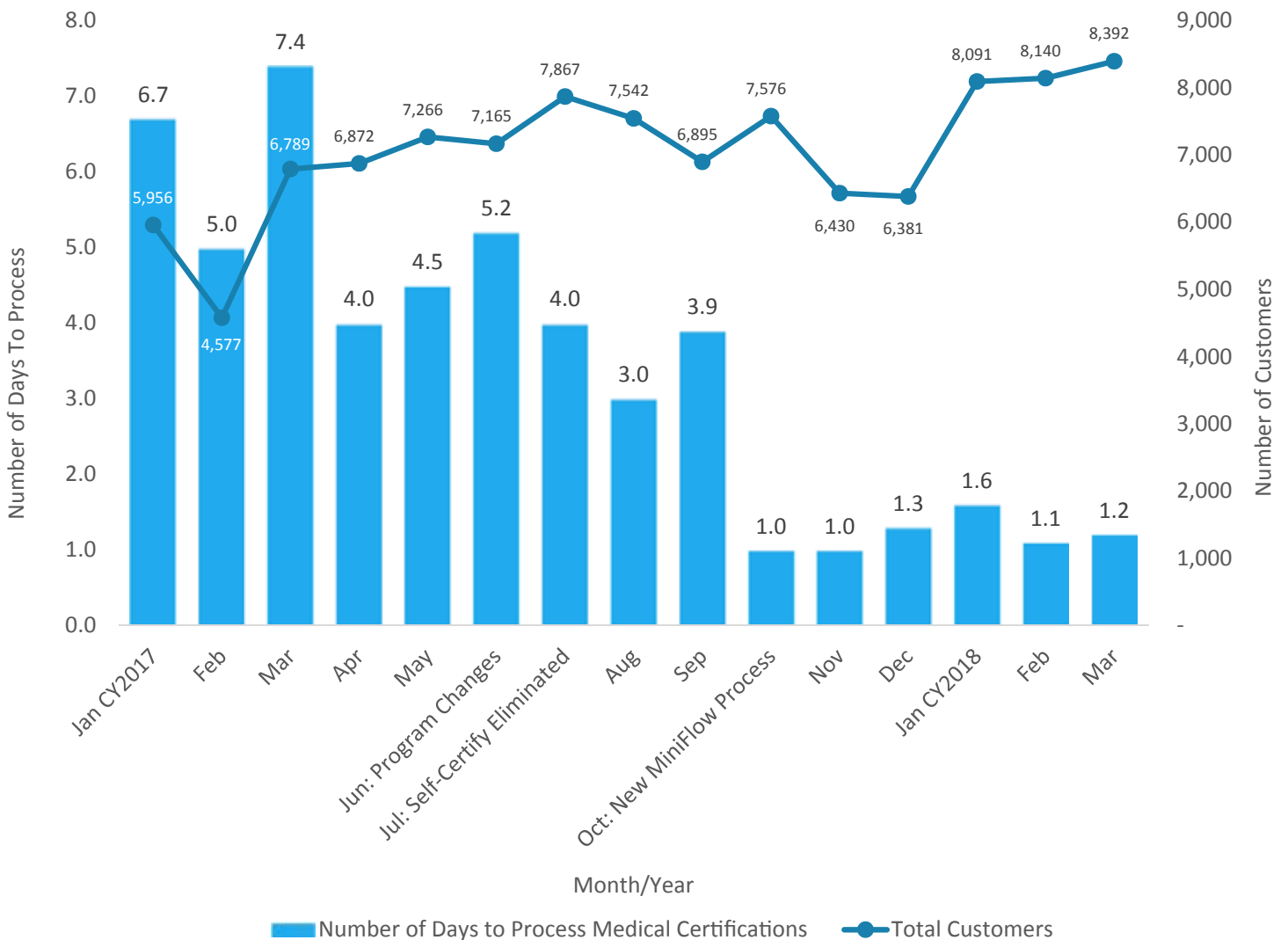
A downward trend is desired for this performance measure for the benefit of both commercial drivers and their employers to maintain needed licensure for employment. Over the past CY2017, MVA has implemented multiple programming changes and workflow processing improvements to create a more efficient business process.

# Provide a Safe and Secure Transportation Infrastructure

## PERFORMANCE MEASURE MVA 3.5

### Number of Days to Process Medical Certifications for Commercial Drivers

Chart 3.5.1: Number of Days to Process Medical Certifications for Commercial Driver's (CDL) CY2017-Q1 CY2018



## TANGIBLE RESULT #5

# Provide an Efficient, Well-Connected Transportation Experience



MDOT will provide an easy, reliable transportation experience throughout the system. This includes good connections and world class transportation facilities and services.

### RESULT DRIVER:

Phil Sullivan

*Maryland Transit Administration (MTA)*



# Provide an Efficient, Well-Connected Transportation Experience

## **TBU COORDINATOR:**

Kameel Hall

*Motor Vehicle Administration (MVA)*

## **PERFORMANCE MEASURE DRIVER:**

Rhashad Johnson

*Motor Vehicle Administration (MVA)*

## **PURPOSE OF MEASURE:**

To monitor total visit time a customer spends in a branch office to complete their transaction.

## **FREQUENCY:**

Quarterly

## **DATA COLLECTION METHODOLOGY:**

MVA uses CTM to collect this data.

## **NATIONAL BENCHMARK:**

22 Min Visit Time

MVA Goal 21 Min

## **PERFORMANCE MEASURE MVA 5.1**

### **Average Branch Visit Time**

Branch visit time is important to our customers and the MVA because it looks at the measurable time each customer spends in a branch. It accounts for the both the wait time and transaction service time each customer experiences after receiving their Customer Traffic Management (CTM) system ticket.

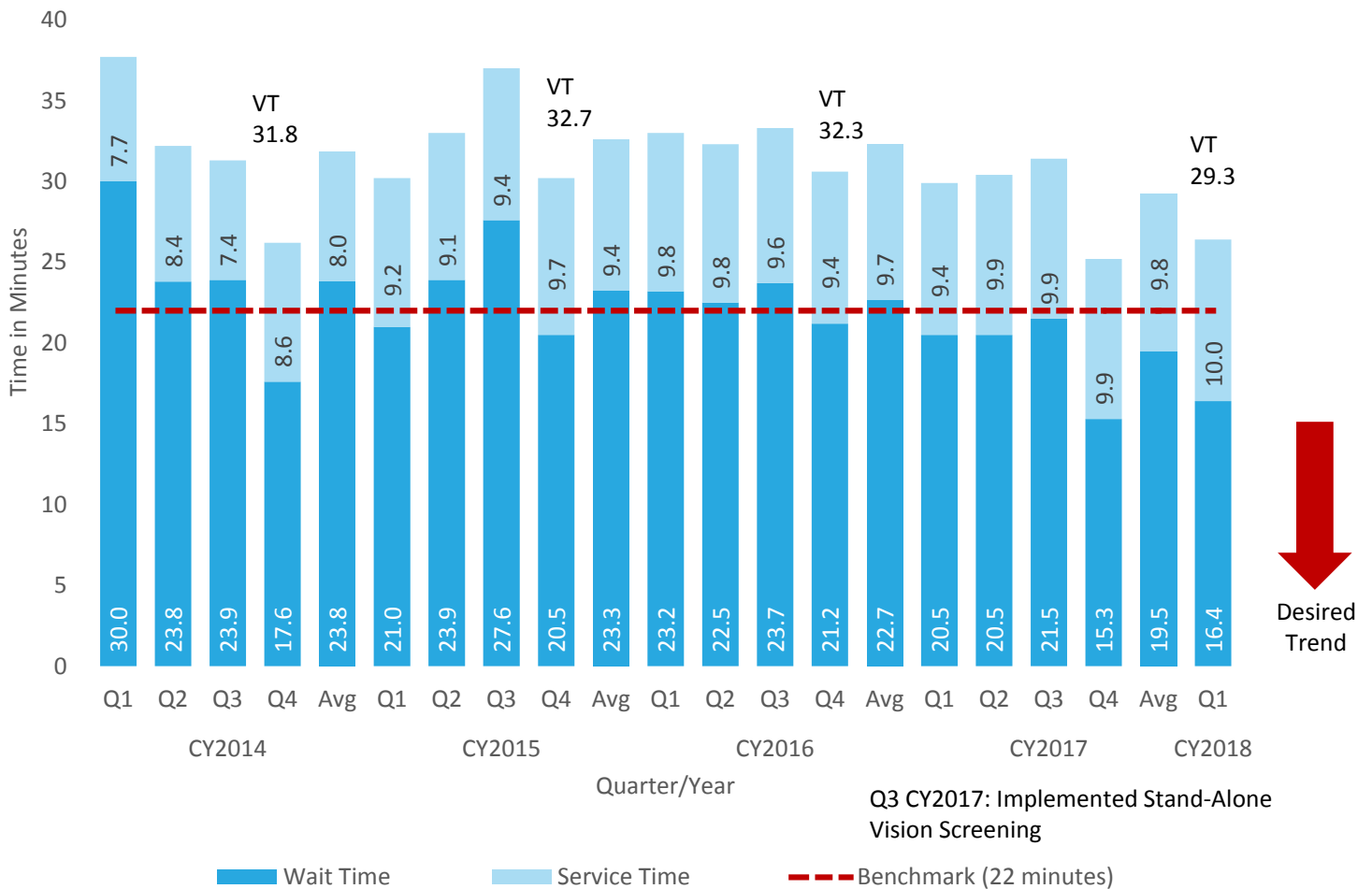
MVA continues to leverage technology by increasing the amount of services that are offered via the MVA website and kiosk. This will reduce the number of customers that must invest their time, effort and money visiting a branch while increasing the number of available Customer Agents to handle new or complex transactions.

Initiatives implemented include using greeters to electronically screen customers as they enter the building to identify if they are eligible to complete their transaction using a kiosk, Internet Kiosk, or online versus waiting in-line. In addition, MVA added the ability to use handheld tablets to complete tag return transactions eliminating the need to wait in line. These new initiatives assisted in reducing visit times during MVA's busiest time period.

# Provide an Efficient, Well-Connected Transportation Experience

## PERFORMANCE MEASURE MVA 5.1 Average Branch Visit Time

Chart 5.1.1: Average Branch Visit Time (VT) CY2014-Q1 CY2018



# Provide an Efficient, Well-Connected Transportation Experience

## TBU COORDINATOR:

Kameel Hall

*Motor Vehicle Administration (MVA)*

## PERFORMANCE MEASURE DRIVER:

Rhashad Johnson

*Motor Vehicle Administration (MVA)*

## PURPOSE OF MEASURE:

To monitor how responsive MVA is to customers by offering the CDL and non-CDL appointments at the customer's convenience.

## FREQUENCY:

Quarterly

## DATA COLLECTION METHODOLOGY:

MVA uses CSS database to track and monitor driver's license test appointments for Commercial Driver's License (CDL) and Non-Commercial Driver's License (non-CDL) skills tests.

## NATIONAL BENCHMARK:

Non CDL – 10 days

CDL – 21 days

\*MVA target

## PERFORMANCE MEASURE MVA 5.2

### Average Driver's License Skills Appointment Lead Time (CDL and Non-CDL, in days)

Customers would like to have a quick turnaround time when scheduling their driving skills test as compared to the completion of their law knowledge testing (learner's permit).

The availability of driver's skills test appointments is part of the seamless processing to ensure that MDOT customers are able to complete their transactions efficiently. This is a measure of the lead time it takes to schedule a Driver's Skills test appointment, as the customer would like to schedule their test appointment as close to their eligibility date as possible.

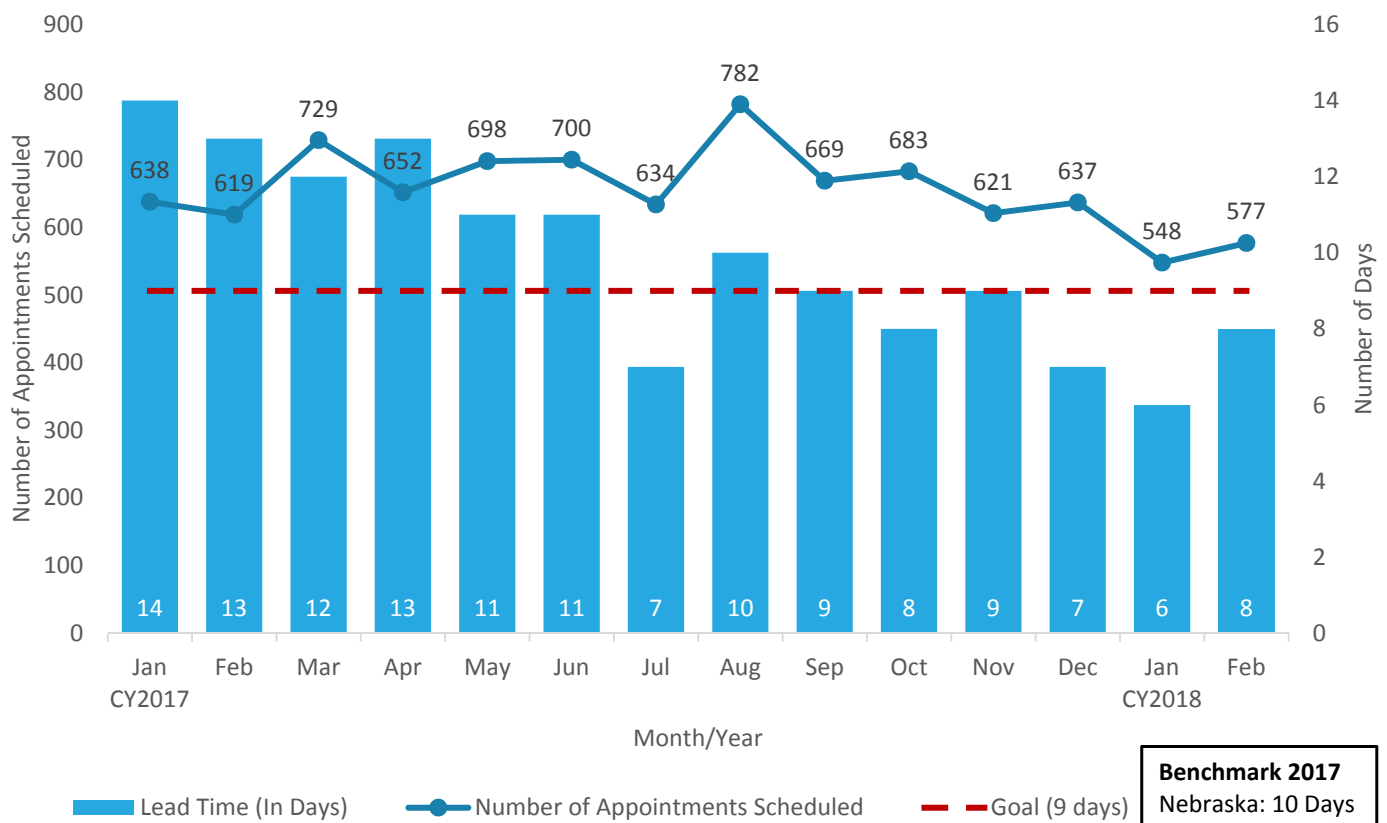
Overall the current trend shows a decrease in the average days to obtain a driving skills appointment, which is in-line with the desired outcome. FY2017 performance results for non-CDL lead time appointments were well below the target of 10 days. For CDL, the appointment lead time increased slightly from FY2016-FY2017.

# Provide an Efficient, Well-Connected Transportation Experience

## PERFORMANCE MEASURE MVA 5.2

Average Driver's License Skills Appointment Lead Time  
(CDL and Non-CDL, in days)

Chart 5.2.1: Average Driver's Skills Appointment Lead Time in Days for Commercial Driver Licenses  
CY2017 - February CY2018

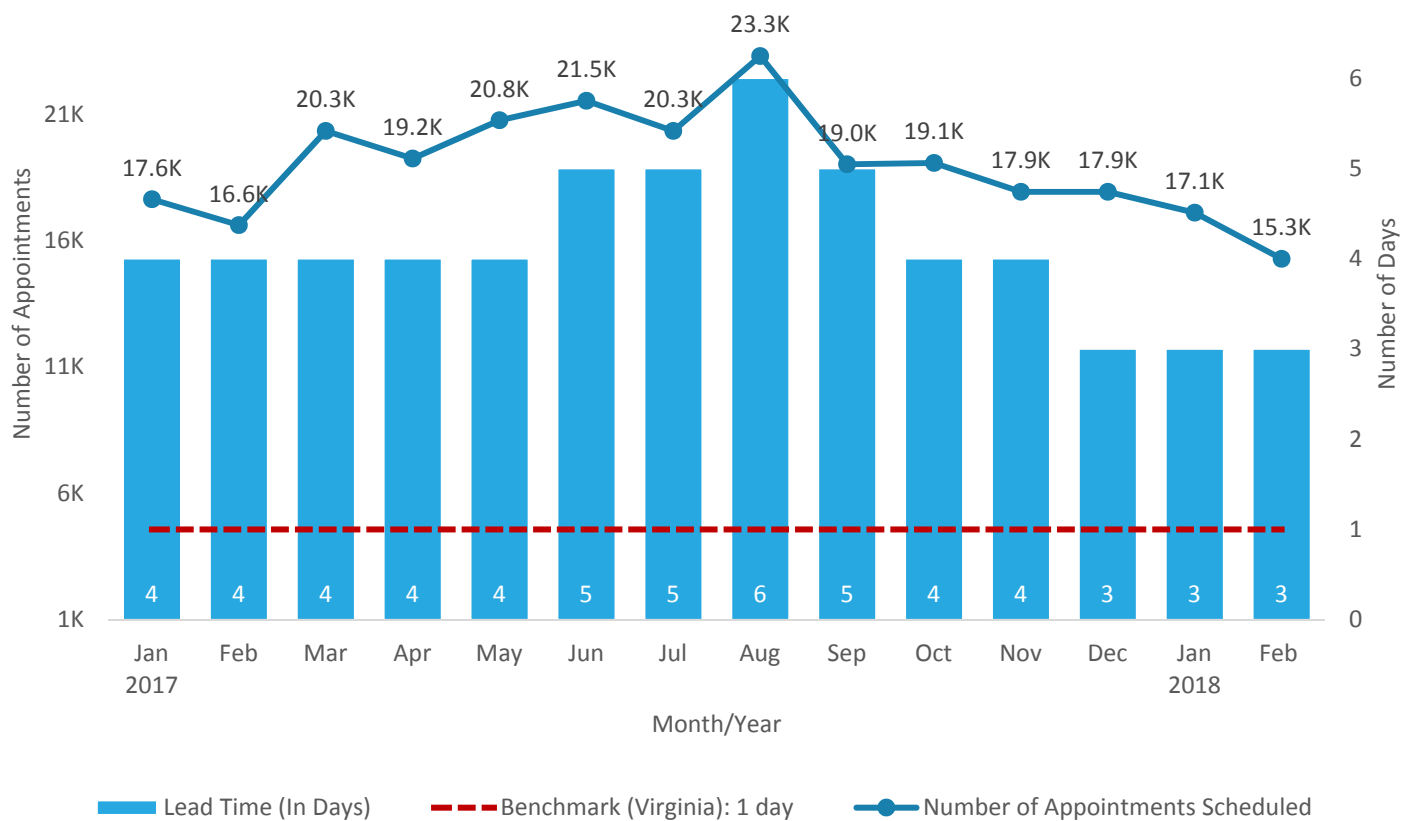


# Provide an Efficient, Well-Connected Transportation Experience

## PERFORMANCE MEASURE MVA 5.2

Average Driver's License Skills Appointment Lead Time  
(CDL and Non-CDL, in days)

Chart 5.2.2: Average Driver's Skills Appointment Lead Time in Days for Non-Commercial Driver Licenses  
CY2017 - February CY2018



# Provide an Efficient, Well-Connected Transportation Experience





**All Electronic Tolling (AET)** – Collection of tolls at highway speeds using *E-ZPass* transponders or video tolling; no toll booths or cash collection.

**Annual Attainment Report on Transportation System Performance** – Pursuant to Transportation Article Section 2-103.1 of the Annotated Code of Maryland, the State is required to develop or update an annual performance report on the attainment of transportation goals and benchmarks in the Maryland Transportation Plan (MTP) and Consolidated Transportation Program (CTP). The Attainment Report must be presented annually to the Governor and General Assembly before they may consider the MTP and CTP.

**Calendar Year (CY)** – The period of 12 months beginning January 1 and ending December 31 of each reporting year.

**Coordinated Highways Action Response Team (CHART)** – CHART is an incident management system aimed at improving real-time travel conditions on Maryland's highway system. CHART is a joint effort of the State Highway Administration, Maryland Transportation Authority and the Maryland State Police, in cooperation with other federal, state and local agencies.

**Consolidated Transportation Program (CTP)** – A six-year program of capital projects, which is updated annually to add new projects and reflect changes in financial commitments.

**Fiscal Year (FY)** – A yearly accounting period covering the time frame between July 1 and June 30 of each reporting year.

**MPA General Cargo** – Foreign and domestic waterborne general cargo handled at the public (MPA) terminals.

**Port of Baltimore Foreign Cargo** – International (Foreign) cargo handled at public and private terminals within

the Baltimore Port District. This includes bulk cargo (e.g., coal, sugar, petroleum, ore, etc. shipped in bulk) and all general cargo (e.g., miscellaneous goods shipped in various packaging).

**MAA** – Maryland Aviation Administration operates Baltimore/Washington International Thurgood Marshall Airport (BWI Marshall) and Martin State Airport, a general aviation/reliever airport northeast of Baltimore.

**MDTA** – Maryland Transportation Authority operates and maintains the State's eight toll facilities.

**Mode** - Form of transportation used to move people or cargo (e.g., truck, rail, air).

**MPA** – Maryland Port Administration promotes the Port of Baltimore as a leading east coast hub for cargo and cruise activity.

**MTA** – Maryland Transit Administration provides Local Bus, Light Rail, Metro Rail, Paratransit services and regional services through commuter rail (MARC) and Commuter Bus, as well as grant funding and technical assistance.

**MVA** – Motor Vehicle Administration serves as the gateway to Maryland's transportation infrastructure, providing a host of services for drivers and vehicles, including registration, licensing and highway safety initiatives.

**SHA** – State Highway Administration manages the State's highway system which includes 17,117 lane miles of roads and 2,564 bridges

**TBU** – Transportation Business Unit

**TSO** – The Secretary's Office

**Vehicle Miles of Travel (VMT)** – A measurement of the total miles traveled by all vehicles.

*The data contained herein is impacted by a number of variables and may vary and evolve depending on those variables.*





**Boyd K. Rutherford**  
*Lt. Governor*



**Larry Hogan**  
*Governor*



**Pete K. Rahn**  
*Secretary of Transportation*

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and is available in alternative formats upon request.*

